

INFORMATION PACKET

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Friday, March 29, 2019



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We are CASPER

Communication Accountability Stewardship Professionalism Efficiency Responsiveness

The Grid

A working draft of Council Meeting Agendas

April 2, 2019

Councilmembers Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolution	Minute Action
C = Item is on Consent	N = Item is not on Consent				
Pre-Meeting: Distribution of March 19 Executive Session Minutes					
Pre-Meeting: CATC Executive Director Search Funding Request					
Pre-Meeting: Cell Phone Discussion (Tracey Belser, Wallace Trembath)					
Establish the Public Hearing Date for a New Distillery Satellite Liquor License No. 1 for Backwards Distilling Company, LLC, d/b/a Backwards Distilling Company Satellite, Located at 214 South Wolcott.	C				
Establish April 16, 2019 as Public Hearing Date for Consideration of an Ordinance Approving the Vacation of a Portion of South Elm Street, Between West Collins and West 8th Street.	C				
Annexation and Plat a portion of a previously abandoned WYDOT right-of-way located, and in the SE1/4SW1/4 of Section 18, Township 33 North, Range 79 West, 6th P.M., Natrona County Wyoming a vacation and replat of Lot 1, McNamara Heights Addition, to create the West Casper Commerce Center Addition, comprising 1.68 acres, more or less, generally located at the north east corner of CY Avenue and South West Wyoming Boulevard; and consideration of a request to establish the zoning as C-2 (General Business). Public Hearing/First Reading		N			
Fiscal Year 2019 Budget Amendment #2.		N			
Transfer of Location for Retail Liquor License No. 21, from Modern Electric Co, d/b/a Wyoming Bootlegger Liquor, Located at 240 & 242 West 1st Street to Modern Electric Co, d/b/a Wyoming Bootlegger Liquor, Located at 100 North Ash.		N			
Vacation and Replat of Cabin Creek Estates No. 3, Lot 1, and Plat of a Portion of the Paradise Valley Golf Course, to Create Cabin Creek No. 4, Comprising 0.22-Acres, More or Less, Located on the West Side of Fairway Drive. 3rd Reading			N		
Authorizing a 3-Year Agreement with Thomson Reuters for Westlaw Internet Legal Research Services for the City Attorney's Office.				C	
Authorizing an Agreement with Whited Floor Surfacing, in the Amount of \$51,250, for the Rec Center Floor Refinishing Project.				C	
Authorizing an Agreement with JTL Group, Inc., dba Knife River, in the Amount of \$567,657, for the 2019 Residential Streets Improvements Project.				C	
Authorizing an Agreement with Air Innovations, in the Amount of \$32,652, for the 2019 Residential Streets Improvements Project.				C	
Authorizing and Establishing Funding Guidelines for the City of Casper's Health Fund.				C	

The Grid

A working draft of Council Meeting Agendas

Authorizing a Contract for Professional Services with Geosyntec Consultants, Inc., in the Amount of \$177,851, for the Casper Regional Landfill Lifetime Permit Annual Reporting and Monitoring Project.				C	
Council Goals				C	
Rejecting Bids for the City Facilities Security Door Upgrades Project.					C
Executive Session - Land Acquisition					

April 9, 2019

Councilmembers Absent:

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Council Meeting Follow-up		10 min	4:30
Food Trucks	Direction Requested	15 min	4:40
Sidewalk Cafés	Direction Requested	30 min	4:55
Annexation Recommendation	Move Forward for Approval	30 min	5:25
Park Fees Resolution	Move Forward for Approval	30 min	5:55
Grassy Area Off Leash Zones			6:25
Agenda Setting		20 min	6:30
Legislative Review		10 min	6:50
Council Around the Table		10 min	7:00
Approximate Ending Time:			7:10

April 16, 2019

Councilmembers Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is not on Consent					
New Distillery Satellite Liquor License No. 1 for Backwards Distilling Company, LLC, d/b/a Backwards Distilling Company Satellite, Located at 214 South Wolcott.		N			
Approving the Vacation of a Portion of South Elm Street, Between West Collins and West 8 th Street.		N			

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A working draft of Council Meeting Agendas

Annexation and Plat a portion of a previously abandoned WYDOT right-of-way located, and in the SE1/4SW1/4 of Section 18, Township 33 North, Range 79 West, 6th P.M., Natrona County Wyoming a vacation and replat of Lot 1, McNamara Heights Addition, to create the West Casper Commerce Center Addition, comprising 1.68 acres, more or less, generally located at the north east corner of CY Avenue and South West Wyoming Boulevard; and consideration of a request to establish the zoning as C-2 (General Business). <u>2nd Reading</u>			N		
Authorizing One-Year Contracts With AAA Landscaping and B & B Sales and Services for Clean-up of Weeds and Trash Covered Properties for Code Enforcement.				C	
Authorizing a Lease Agreement with Boomtown Motocross, for Operation of the Prickly Pear Motocross Facility.				C	
Authorizing a Lease Agreement with the Casper Shooters' Club for Operation of the Stuckenhoff Sports Shooters' Complex.				C	
Authorizing a Professional Services Agreement with Monson Janitorial Services, Inc., for the Provision of Custodial Maintenance Services for City Facilities.				C	
Authorizing a Lease Agreement with Mnike Sedar BMX Parents' Association for the Operation of Mike Sedar BMX Facility.				C	
Contract with CAEDA (tentative)				C	
Rejecting the Bid for Clean-Up of Weeds and Trash Covered Properties for Code Enforcement.					C

April 23, 2019 **Councilmembers Absent:**

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Council Meeting Follow-up			4:30
Council Resolution Regarding Tow Fees		15 min	
Mayor's Council for People with Disabilities Bylaws - Status Report		30 min	
Historic Preservation & Building Codes		40 min	
Agenda Setting		20 min	
Legislative Review		10 min	
Council Around the Table		10 min	
Approximate Ending Time:			

The Grid

A working draft of Council Meeting Agendas

May 7, 2019

Councilmembers Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is not on Consent					

May 14, 2019

Councilmembers Absent:

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Council Meeting Follow-up			4:30
Wage and Compensation Discussion			
Agenda Setting		20 min	
Legislative Review		10 min	
Council Around the Table		10 min	
Approximate Ending Time:			

May 20, 2019

Councilmembers Absent:

Special Work Session	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Budget Review			
Approximate Ending Time:			

The Grid

A working draft of Council Meeting Agendas

May 21, 2019 **Councilmembers Absent:**

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is not on Consent					
Annexation and Plat a portion of a previously abandoned WYDOT right-of-way located, and in the SE1/4SW1/4 of Section 18, Township 33 North, Range 79 West, 6th P.M., Natrona County Wyoming a vacation and replat of Lot 1, McNamara Heights Addition, to create the West Casper Commerce Center Addition, comprising 1.68 acres, more or less, generally located at the north east corner of CY Avenue and South West Wyoming Boulevard; and consideration of a request to establish the zoning as C-2 (General Business). 3rd Reading & annexation compliance		N			
Executive Session - Personnel					

May 22, 2019 **Councilmembers Absent:**

Special Work Session	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Budget Review			
Approximate Ending Time:			

May 28, 2019 **Councilmembers Absent:**

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Council Meeting Follow-up			4:30
Agenda Setting		20 min	
Legislative Review		10 min	
Council Around the Table		10 min	
Approximate Ending Time:			

Proposed Work Session Agenda Items

Item	Proposed Date	Estimated Time	Notes
Downtown Parking Study Implementation		45 min	
Goodstein Lot Lease (Long Term Plan)			
Property Code Revisions		40 min	Anytime after March 2019
Parking on the Parkways		30 min	Anytime after January 2019
David Street Station 501(c)(3)		30 min	Anytime after January 2019
Code of Ethics		40 min	
Grassy Park - Off Leash Zones			

Staff Suggested Items:

Sign Code Revisions		60 min	Anytime after April 2019
Limo Amendment?			
Trail Project Options			
Small Trailer Parking		10 min	
Position Advancement Discussion			
Camping Ordinance		20 min	

Future Budget Items

June 4 th – Set Public Hearing date of June 18 th for adoption of FY '20 budget
June 18 th – Public Hearing on FY '20 proposed budget
June 18 th - Consideration/Adoption of FY '20 Budget



April 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 <i>4:00p</i> -OYD Advisory Committee (Hopkins, Freel) <i>5:00 p.m.</i> - CNFR (Walsh, Freel)	2 <i>6:00p</i> -Council Meeting	3 <i>11:30a</i> -Drug Court (Huber) <i>5:30p</i> -Platte River Restoration Advisory Committee (Pacheco)	4 <i>7:00p</i> -Youth Empowerment (Pacheco)	5	6
7	8 <i>8:30a</i> -Historic Preservation (None)	9 <i>4:30p</i> -Council Work Session	10 <i>6:00p</i> -Amoco Re-use JPB (Hopkins)	11 <i>7:00a</i> -CAEDA (None) <i>10:30a</i> - EDJPB (Powell, Hopkins) <i>4:30p</i> -Leisure Services Board (Huber) <i>7:00p</i> -Youth Empowerment (Pacheco)	12 <i>11:30a</i> -Chamber Coordination/ Infoshare (None)	13
14 	15 	16 <i>11:30a</i> -Regional Water JPB (Walsh, Powell, Huber, Freel) <i>4:00p</i> -Chamber of Commerce (Bates) <i>6:00p</i> -Council Meeting	17	18 <i>7:30a</i> -Mayor/ Commissioner (Rotates) <i>11:00a</i> -Housing Authority (Bates) <i>4:00p</i> -Contractors' Licensing Board (Lutz) <i>5:30p</i> - City County Board of Health (Bates) <i>6:00p</i> - Planning & Zoning (Hopkins) <i>7:00p</i> -Youth Empowerment (Pacheco)	19 	20 
21 	22 <i>2:00p</i> -CATC (Johnson) <i>12:30p</i> -Senior Services (Pacheco)	23 <i>11:30a</i> -Travel & Tourism (Johnson, Freel) <i>1:00p</i> -NIC (None) <i>4:30p</i> -Council Work Session	24 <i>7:00a</i> -CPU Advisory Board (Bates) <i>1:00p</i> -Civil Service Commission (None) <i>4:00p</i> -CAP (None)	25 <i>7:00p</i> -Youth Empowerment (Pacheco)	26 	27
28	29 <i>4:00p</i> -OYD Advisory Committee (Hopkins, Freel)	30 <i>5th Tuesday</i> <i>No Meeting!</i>		<i>7:00p</i> -Youth Empowerment (Pacheco)		

March 22, 2019

MEMO TO: J. Carter Napier, City Manager

FROM: Tim Cortez, Parks and Recreation Director *TC*
Carolyn Griffith, Recreation Manager *CG*
Blaise Grant, Aquatic Supervisor *BG*

SUBJECT: Recommended Fees for City-Owned Pools

Meeting Type & Date:
Information Packet

Action type
Information Only

Recommendation
Council offer input if needed.

Summary
Staff is recommending a \$.50 increase to the daily admission at Mike Sedar Pool. Based on data collected from summer of 2018, this increase would generate approximately \$10,000 in additional revenue to offset expenses associated with Mike Sedar Aqua Park operations.

Staff recommends a re-structure of private after hour pool rentals at the outdoor pools and at the Casper Family Aquatic Center. This re-structure would allow for 35% recovery on all outdoor private after hour rentals and would set a 25% recovery for all indoor private after hour rentals. This re-structure would generate an estimated \$5,000 in revenue for all private outdoor pool rentals and generate an additional \$2,000 in revenue for all Aquatic Center private rentals based on 2018 data.

As we approach the summer season, the Aquatic Section will begin to get private after hour rental requests for the outdoor pools. Establishing the new structure will ensure that an appropriate fee has been set.

Financial Considerations
These recommended fee increases will assist with the Aquatic's cost recovery goal of 58% while maintaining appropriate staffing levels.

<u>Facility</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
Aquatic Center Private Rental	\$375-3 hour reservation	Up to 75 guests -\$405 75+ guests - \$475

Facility

Current Fee

Proposed Fee

Mike Sedar Daily Admission

\$4.50

\$5.00

Mike Sedar Private Rental

\$120/hour

Up to 60 guests - \$205/hour
61 to 100 guests - \$235/hour
100+ guests - \$265/hour

Paradise Valley Private Rental

Up to 60 guests – \$130/hour
61 to 90 guests - \$145/hour
91 to 120 guests - \$160/hour
121+ guests - \$175/hour

Up to 60 guests - \$205/hour
61 to 100 guests - \$235/hour
100+ guests - \$265/hour

Marion Kreiner Private Rental

Up to 60 guests - \$95/hour
61 to 90 guests - \$110 /hour
91 to 120 guests - \$125/hour
121+ guests - \$140/hour

Up to 60 guests – \$115/hour
61 to 100 guests - \$145/hour
100+ guests - \$175/hour

Washington Pool Private Rental

Up to 60 guests - \$95/hour
61 to 90 guests - \$110/hour
91 to 120 guests - \$125/hour
121+ guests - \$140/hour

Up to 60 guests – \$115/hour
61 to 100 guests - \$145/hour
100+ guests - \$175/hour

Oversight/Project Responsibility

Blaise Grant, Aquatic Supervisor

Attachments

None

1912

1912

1912

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FY 2019 Specific Entity and One Cent Quarterly Report



Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>The Arc of Natrona County</u>	Program/ Event: <u>Operating Expenses</u>		
Contact Person: <u>Bethany Young</u>	Phone Number: <u>307-577-4913</u>	Date: <u>3/27/19</u>	
Please Select One: (FY19)			
1 st Quarter <input type="checkbox"/>	2 nd Quarter <input type="checkbox"/>	3 rd Quarter <input checked="" type="checkbox"/>	4 th Quarter <input type="checkbox"/>

1. Mission

Please state the agency's mission/vision: The Arc of Natrona County is committed to securing for all individuals with cognitive, intellectual and developmental disabilities the opportunity to realize their goals of where and how they learn, live, work and play.

The Arc of Natrona County is further committed to reducing the incidence and limiting the consequence of intellectual, and developmental disabilities through education, research, advocacy and the support of families, friends and community.

Through the successful pursuit of equality and justice, The Arc of Natrona County will provide leadership in the field of cognitive, intellectual, and developmental disabilities, and develop necessary human and financial resources to attain its goals.

2. Financial Information

Profit and loss statement attached.

3. Program significance

- a. Our program serves:
 - Individuals with cognitive, intellectual and developmental disabilities and their families
 - Ages: birth-death
 - All races and genders
- b. Because of our services:
 - Parents/guardians can work outside of the home
 - Families get relief care
 - Our participants are able to work on different skill sets with our providers
 - Our participants are able to volunteer and get involved in our community
 - Our participants are able to be involved in services with their peers
- c. Significant trends:
 - There is always a need for services, typically more than participants are even able to receive due to staffing, funding, etc.

4. Results

- Case Management- Case Management helps assist with the application process of the waiver and is the coordination of services for individuals with special needs and their families. Case Management is the one service that is required for participants to have.
 - Provided 19 different home visits from December 2018- February 2019; to 7 different individuals, totaling 39.25 billable hours
- Respite Care- Relief care for families. On-site care at The Arc, or after hour care in the participant's residence, provider's residence and within the community; while parents are not working.
 - Provided 973.5 billable hours
- Companion- 1 on 1 service for families either for relief or while working; includes an informal training goal. Only for individuals 18 years and older.
 - Provided 129.25 billable hours
- Child Habilitation- Care while parents/guardians are working; includes a formal training goal. For individuals 0- 17 years of age.
 - Provided 457.75 billable hours
- Personal Care- 1 on 1 service for families either for relief or while working; provided only in the participant's home for individuals with more intensive care needs.
 - Provided 1,136 billable hours
- Adult Day Services- Adult services for anyone 21 years and older; provided during the day at our Day Site or in the community; includes informal training goals.
 - Provided 1,538 billable hours

5. Program Results/Impacts (use bullets)

- a. Explain how much (quantity) service the program delivered
 - See above quantities of services provided per service
- b. How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
 - Our services provided families the opportunity to work and have relief
 - Our services provided our participants community opportunities that they don't always have at home; such as volunteering and community outings for recreational purposes, exercise opportunities, art programs, cooking classes, employment services, etc. All of these outings help increase our participant's independence and help teach new skills.
 - Our services encourage and support our participants to build meaningful relationships with their peers
- c. What does your analysis of the past year's data tell you about what is happening to the impacted target population?
 - Data from our billing helps show all the families we served and all the hours that services were provided because of our care
 - Data from our billing shows how our training goals are helping our participants to grow in those individually based skills; showing a growth in independence and socialization with their peers
 - Data from our billing is showing the areas we are seeing growth in our program; Personal Care and Child Habilitation services specifically this quarter

6. Results Analysis

- a. How could the program have worked better?
 - If we had more staff to provide outside respite shifts we could have provided more care to individuals
 - Our Adult program has been fluctuating, regarding our participants and employees, which can create a struggle in consistency for our other participants and employees

b. How will you address this?

- The Arc will continue to offer outside shifts to current providers but typically regularly scheduled shifts are the only ones they can fill. We will continue to try hiring providers for outside services but since the hours are not regular or guaranteed it is always hard to find a solution for this problem.
- We have recently hired a full time Adult Day provider and are hoping this will be a good fit!

7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.



Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office

During December 2018- February 2019 we provided services to a total of 41 participants, some who received more than one service through us during that time. We use billing sheets (similar to a sign-in sheet) that we document date and times of service, also including everything they did while in The Arc's care.

The Arc of Natrona County
Profit & Loss
 December 2018 through February 2019

Dec '18 - Feb 19

Ordinary Income/Expense	
Income	
4110.0 · United Way Allocation	3,333.34
4310.0 · Contributions	380.00
4320.0 · White Memorial	781.95
4410.0 · State of WY-Medicaid (Waiver)	107,365.81
4720.0 · Respite Fees	10,169.70
4730.0 · Training Fees	10.00
4810.0 · Interest Income	9.91
4990.0 · Miscellaneous Income	169.45
Total Income	122,220.16
Cost of Goods Sold	
5210.0 · Payroll Expense	89,125.44
5220.0 · Executive Director Salary	14,507.16
5620.0 · Payroll Taxes-941	7,927.90
5630.0 · Payroll Taxes-Wk Comp/SUTA	3,046.30
5720.0 · Pension Expense	1,662.21
5790.0 · Insurance-Health	68.36
Total COGS	116,337.37
Gross Profit	5,882.79
Expense	
6110.0 · Accounting	11,900.00
6120.0 · Activity Fees	54.50
6140.0 · Advertising	299.97
6150.0 · Affiliation Fees	1,620.00
6170.0 · Bank Service Charges	87.45
6350.0 · Fines & Penalties	691.15
6430.0 · Interest Expense	1,005.24
6440.0 · Internet Fees	149.85
6460.0 · Maintenance & Repairs	202.50
6470.0 · Meals	105.08
6520.0 · Mileage	740.25
6530.0 · Miscellaneous Expense	1,985.93
6660.0 · Postage	222.59
6680.0 · Promotions	548.99
6760.0 · Supplies	959.98
6830.0 · Telephone	518.23
6910.0 · Utilities	2,044.57
Total Expense	23,136.28
Net Ordinary Income	(17,253.49)
Net Income	<u>(17,253.49)</u>

March 8, 2019

To: J. Carter Napier, City Manager
Liz Becher, Community Development Director
Aaron Kloke, MPO

From: Carol Crump, CATC Board Vice President
CATC Board

Re: CATC Foundation Funding Expended on Executive Director Search and Employment

CATC's new Executive Director, John Jones will begin work on March 11, 2019. I hope you and the city council can formally meet him soon.

The CATC Board is confident that the national search process carried out with assistance from the Employers Council produced an excellent candidate to work with you to carry CATC forward. For your information, the contract with the Employers' Council is attached.

John is an experienced transit manager who will be an asset to CATC, the City of Casper and the MPO. He's well aware of the big shoes he has to fill as Marge Cole moves toward her well-deserved retirement by the end of the current fiscal year.

Per your request, attached is an outline of the costs borne by the CATC Foundation to search for and bring Marge's replacement on board. None of these costs were anticipated in the current CATC budget or contract.

The CATC Board was happy to step up and use the CATC Foundation interest income available to fund both the search and the extra budget expense of an additional employee through the end of the current fiscal year. During the next four months, Marge and John will share the executive director responsibilities. Marge's compensation is included in the current budget. John's negotiated salary and benefits will be paid by the CATC Foundation until June 30, 2019.

Our hope is that the City of Casper will be able to offset a portion of the \$67,558.43 total cost of replacing Marge with a new executive director for CATC. I'd be happy to visit with you to answer any questions.

CATC Executive Director
Funding Provided by Casper Area Transportation Coalition (CATC) Foundation

Search , Recruitment and Hiring Costs

Executive Director recruitment assistance per Employers' Council Contract:	
Employers Council consultant @ \$115 per hour	\$ 14,039.67
Consultant travel to Casper	
Advertising – Casper Star Tribune	\$ 1,338.00
National advertising in trade publications provided by Employers Council at no cost	
Finalist Candidates Travel to Casper for Interviews	\$ 2,265.01
Finalist candidate background check/employment verification	\$ 495.00
Miscellaneous (lunch for candidate interviews)	\$ <u>48.75</u>
<u>Total Recruitment Cost</u>	<u>\$ 18,186.43</u>

Budget Expense of New Executive Director

(from date of employment of March 11 through June 30, 2019 per negotiated employment agreement)

Relocation assistance (reimbursement of actual expenses will be approved up to this amount)	\$ 7,000.00
Salary @ \$105,000 annually	
4 months until end of current fiscal year	\$ 26,250.00
FICA, Unemployment, Workers' Comp	\$ 10,587.00
Employee Insurance (Blue Cross requires a 60 day waiting period)	
Employee @ 80% of monthly premium (2 months)	\$ 3,735.00
Employee's Spouse @ 50% of monthly premium (2 months)	\$ 1,800.00
<u>Total New Employee Budget Expense</u>	<u>\$ 49,372.00</u>

Total CATC Foundation Expense \$ 67,558.43



Formerly  MSEC

November 9, 2018

Lou Grunewald, President
Marge Cole, Executive Director
Board of Directors
Casper Area Transportation Coalition
The Bus
1715 East 4th Street
Casper, WY 82601

Dear Lou, Marge and Members of the Board:

On behalf of the Employers Council organization, thank you for the opportunity to finalize the proposal to provide our Employers Council Executive Search Services for your Executive Director position.

Attached, please find the original proposal further revised to address the items discussed during the October 29th 2018 teleconference call with the Search Committee. As an accelerated search process, we will move quickly beginning with the posting of the position beginning Monday, November 5.

I look forward to conducting an efficient process and will work quickly towards a good outcome. Thank you once again for this opportunity.

Very Sincerely,

Mark Spiroff, MBA, SPHR
Human Resources Professional Services
Employers Council

Attachment: *Executive Search - accelerated option – final proposal*

Executive Search - accelerated option

Casper Area Transportation Coalition has inquired with Employers Council for assistance with recruiting its anticipated Executive Director position vacancy through an accelerated search process. From Employers Council's Human Resources Professional Services (HRPS), please consider the following schedule for assistance:

Expectations:

- The assigned HRPS Consultant will work with Casper Area Transportation Coalition's designated staff and the Board's Search Committee to determine the schedule for day-to-day activities and priorities with the project now having been awarded.
- The HRPS Consultant and designees will determine a mutually convenient communication avenue so that decisions can be made promptly and efficiently. The goal is for the project to proceed smoothly to avoid any unnecessary delays.
- Casper Area Transportation Coalition may continue to utilize the HRPS Consultant for all aspects of the search or may choose during the course of this process to do some of the work internally.
- The following outline is a best estimate, where future circumstances may require greater or less time and expenditures.
- All executive-level search / recruiting work performed by the HRPS consultant is billed at \$115 per hour of work.

Objective	Duration / Calendar	Estimated Cost
The Employers Council HR Professional Services Consultant will collect a detailed understanding of the job duties and expectations based on the Job Description to be provided. Employers Council HR Professional Services Consultant will present an initial proposal; and will work with a Search Committee of the Board to draft a Position Profile to clarify the expectations of the Executive Director role.	8 hours October 29 – November 4, 2018	\$920
Search Parameters and Logistics – The Employers Council HR Professional Services Consultant will take responsibility for placing all ads and job postings with applicable recruitment resources. Employers Council does not have candidates it desires to place but instead, will recruit for candidates that have the necessary job skills required and have the same philosophical goals as the organization.	6 – 8 hours Beginning November 5, 2018	\$690 - \$920

Review Responses

- Develop candidate analysis matrix based on Board of Director (BOD) priorities
- Review candidate resumes - Rank based on candidate analysis matrix

As applications are received, Employers Council HR Professional Services Consultant will review all resumes against the job description and the primary mission.

- Sort and rank candidates:
The HR Professional Services Consultant will create a list of candidates for interview in order to find the most qualified applicants. This list will be prioritized into three sections; those who meet the requirements of the position, those who may have some of the requirements, and those who do not qualify for the position.

Optional and Recommended - Written

Exercise The HR consultant will work with a subcommittee of the Search Committee to facilitate, collect, review and screen-forward responses from candidates who respond to a Written Exercise / Questionnaire. Semi-finalist candidates are then selected by the HR consultant from this group to move forward to the Telephone Interview phase.

Conduct First Phase Telephone Interviews

- Schedule & Conduct telephone and in-person interviews

The HR Consultant will conduct telephone screening interviews with the selected candidates using an agreed upon set of questions that are prepared by the Employers Council HR Professional Services Consultant.

-Summarize results of telephone interviews for the Search Committee

Employers Council HR Professional Services Consultant will prepare a summary report from the information content of these interviews as necessary to provide the top three-five qualified candidates for consideration. The resumes of these candidates and their telephone reports will be forwarded for review.

- **Design of Board Panel interview process**

Recruitment Period:
November 5 – December 7, 2018

Recruitment Closing deadline:
December 7, 2018

Based on 100 responses 15 – 20 hours \$1,725 - \$2,300

8 – 10 hours \$920 - \$1150

10 – 20 hours Telephone interviews with semi-finalists \$1,150 - \$2,300

Report due: Friday, December 14th 2018 3 hours prep \$345

4 – 5 hours \$460 - \$575

Participation in Board interview process	6 – 8 hours	\$690 - \$920
Employers Council HR Professional Services Consultant will coordinate and facilitate the finalist candidate interview process with the Board.	In-person interviews with CATC Board	

Held the first two weeks in January 2019

Total Estimated HRPS Consulting Time:	60 – 82 Hours	\$6,900 - \$9,430
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Recruiting Expenses:

Indeed.com	free
Community Trans Assoc of America (CTAA)	free
CASTA – Colo Assoc of Transit Agencies	free
WYTRANS –	free
Casper Star-Tribune	\$1,422
CATC Website:	free
Total	\$1,422

Additional Services Available Upon Request:

Optional and Recommended - Background Checks and Employment Verification - The Employers Council Pre-Employment Screening (PES) staff will conduct background checks and employment verifications.	Estimated, and varies depending on the candidate's location	\$400
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Optional Wrap-up Activities - Inform candidate finalists of the final results of the process, document the process for sharing as appropriate, and provide any post selection support as needed.	Upon Request	TBD
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Other expenses, as applicable	Rate	Cost
Mileage to and from primary work location to Casper, 600 miles RT	\$0.54 per mile	\$324
Travel Allowance >1 Hour (8 hours RT)	\$25 per hour	\$200
Lodging, 1 or 2 nights	\$120/night	\$240
Other project expenses incurred to HRPS consultant 2586	At cost with no mark-up	TBD

Total Estimated Costs:	<u>\$10,650 - \$12,016</u>
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Total billable time for the objectives will be based upon actual hours worked on- and off-site rather than the estimates quoted above. Any change of scope requested by CATC may require

an adjustment to projected costs. Invoices are issued on a monthly basis and due within 30 days of receipt.

All invoicing represented in this proposal will be through Employers Council Services (ECS) a wholly owned subsidiary of Employers Council. Employers Council and its employees understand the responsibility to respect the confidentiality of CATC and the information contained in its Human Resource files in order to protect privacy, and to perform in a professional manner. This preliminary service quotation includes information that shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal.

The following is a description of our Employers Council Human Resources Professional Services program we make available to members with similar needs:

Employers Council Human Resources Professional Services

Employers Council business members belong to the most powerful, proactive and cost-effective human resource service in the Western states. Highly-trained, experienced professionals are available to assess and address your day-to-day HR needs.

On behalf of myself and my fellow HRPS consultants, we are Employers Council employees who have the full resources of the Council at their fingertips. We are available to come to your location when you want, for as long as you want, to do what you want in a timely and cost-effective fashion. Employers Council Human Resources Professional Staff perform ongoing HR management and specialized projects in organizations large and small. HRPS consultants often team with our other Employers Council professionals on multidisciplinary projects, providing a highly-efficient way of delivering our services.

As a benefit of Employers Council membership, choosing HRPS requires no cumbersome, restrictive contracts. Our HRPS Services are billed on an hourly basis – you pay only for what you need, avoiding unnecessary overhead costs. We also make strides to match the most appropriate consultant with your organization’s culture and unique needs. When you need an HR partner, call Employers Council first to access our unparalleled advantage.

Summary:

Employers Council Human Resources Professional Services would be available to assist with any customization necessary to provide an Executive Search process successful to meet your needs. We look forward to assisting however possible.



FY 2019 Specific Entity and One Cent Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Children's Advocacy Project</u>	Program/ Event: <u>Forensic Interview Services</u>		
Contact Person: <u>Stacy M. Nelson</u>	Phone Number: <u>307-232-0159</u>	Date: <u>March 27, 2019</u>	
Please Select One:			
1 st Quarter _____	2 nd Quarter _____	3 rd Quarter <u>x</u>	4 th Quarter _____

1. Mission

- The Children's Advocacy Project is a team of committed agencies and individuals who work together to provide coordinated forensic and comprehensive services for alleged victims of child abuse and neglect in order to minimize trauma to children, to break the cycle of abuse and to foster a more effective community response to child maltreatment.

2. Financial Information

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**

- The City of Casper allocated general funds for FY19 in the following amount:
 - \$40,000.00

3. Program significance

- a. Using bullets describe the individuals who are the focus of your work and are influenced by your activities.
 - Children up to 18 years of age who are victims of physical, sexual and/or emotional abuse.
 - Non-offending family members of abuse victims
 - Child witnesses of abuse
 - Adult over the age of 18 with disabilities
- b. What impact did the program have on the specified target population and community?
 - CAP forensic interviews provide the opportunity for children to feel empowered to tell their story in a safe, child friendly environment with forensic interviewers who are trained to facilitate the process at a developmentally appropriate level for the child.
 - The CAP forensic interview process results in the child telling their story one time, which minimizes trauma to the child.
 - The forensic interviews conducted by CAP assisted law enforcement and the Department of Family Services from Casper and other counties within the

state to further the investigations of alleged abuse situations involving children.

- CAP assisted victims and non-offending family members by providing counseling and referral for needed services within the community.
- c. Have there been significant trends over the past months regarding your target population?

4. Results

- a. Please describe the outcomes/outputs

OUTPUTS:

Forensic Interviews:

- CAP facilitated 84 forensic interviews from January 1, 2019-March 27, 2019; 54 of which were for children in Natrona County
 - Breakdown of allegations:
 - Sexual Abuse: 62
 - Physical Abuse: 12
 - Neglect: 2
 - Witness to Abuse/Violence : 7
 - Drug Endangered 1
 - Child Pornography

- # Therapeutic Counseling Sessions Provided:
 - 200

OUTCOMES:

- CAP provided forensic interviews to children who may have been witness to violence or who were alleged to be victims of physical and/or sexual abuse.
- CAP therapists provided individual therapy to children who have experienced trauma and provided counseling and/or referral to non-offending families members in an effort to help them deal with the trauma they may have experienced.

- b. Please describe the method of measurement

CAP maintains statistical data regarding each case to include:

- number of forensic interviews held
- demographic information of victim including age, gender, race
- demographic information of suspect including age, gender, relationship to the victim
- Law Enforcement agency and county leading investigation
- DFS worker assigned
- Information is also maintained regarding the status of the case. This information is updated, compiled and maintained to provide monthly and annual data.

- c. Please describe the performance results

- CAP provided forensic interviews to alleged child victims and witnesses of abuse for children living in Natrona County and other surrounding counties.

- Forensic interviews often resulted in substantiating the initial report, providing enough information to formally charge the suspect or providing additional information to reinforce law enforcement's continued investigation. Occasionally, the interviews have resulted in additional suspects being identified as well.
- Although there are many times there are no criminal charges filed, there are occasions when families agree to participate in a case plan with the Department of Family Services, which can improve safety for the child.
- It should be noted the success of CAP and the forensic interview cannot be gauged on the status of criminal charges being filed. The most important aspect of the interview is to minimize the trauma for the child during the investigation process.

5. Program Results/Impacts (use bullets)

- Explain how much (quantity) service the program delivered
 - CAP provided a total of 84 forensic interviews January 1, 2019-March 27, 2019.
 - CAP provided a total of 200 individual therapy sessions to children and non-offending family members at no cost to the family.
- How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
 - CAP provided forensic interviews to alleged child victims and witnesses of abuse for children living in Natrona County and other surrounding counties in an effort to minimize the trauma. Because this process reduces the number of times a child has to tell their story, the trauma associated with telling their story is reduced significantly.
 - These interviews often resulted in substantiating the initial report, providing enough information to formally charge the suspect or providing additional information to reinforce law enforcement's continued investigation. Occasionally, the interviews have resulted in additional suspects being identified as well.
 - Therapeutic services assist the clients and families with learning how to handle the trauma they have faced.
 - Providing a child the opportunity to feel empowered and safe to tell their story lessens the trauma associated with abuse.
- What does your analysis of the past year's data tell you about what is happening to the impacted target population?
 - Data indicates child physical and sexual abuse and domestic violence is not decreasing. Law enforcement has not significantly decreased their requests to CAP to conduct interviews, which is also an indication that CAP services are vital to our community.

6. Results Analysis

- a. How could the program have worked better?
CAP has been working to improve after care services such as follow-up and referral to ensure victims and their families are receiving the services they need and to ensure they are given the opportunity to ask questions.
- b. How will you address this?
CAP has increased follow-up activities significantly in the recent months. This has resulted in families asking for assistance more frequently related to counseling services, case status information and other related information CAP was able to assist them with. These services were provided to families of numerous counties, not just Casper area families.

7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.

Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
- We used sign-in sheets—All client's guardians must complete an intake prior to a forensic interview or any other services for which they are engaging
- We used another method that was pre-approved by the City Manager's Office



Advocacy & Self-Sufficiency
Aspen Creek Office Building
800 Werner Court, Suite 352
Casper, Wyoming 82601
PHONE: 307-232-0124
FAX: 307-232-0145
E-Mail: cap@natronacounty-wy.gov



12th Street HCH Clinic
1514 East 12th Street, Suite 201
Casper, Wyoming 82601
PHONE: 307-235-6116
FAX: 307-235-0249
E-Mail: hch@natronacounty-wy.gov
<http://www.capnc.org/services/Clinic.html>

COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY AGENDA
Board of Directors Meeting
Wednesday, March 27, 2019
4:00 pm
800 Werner Ct., Suite 352, CAPNC Conference Room
Casper, WY 82601

- I. INTRODUCTIONS
- II. VOTE
- III. MINUTES
 - a. Approval of Minutes of February 27, 2019 board meeting
- IV. BUSINESS
 - a. County General/County One Cent Grant Applications
 - b. PATH Grant
 - c. City of Casper Community Promotions Application
 - d. Succession Plan – CSBG Organizational Standards
- V. FISCAL REPORT
 - a. 2018 Audit
- VI. COMMITTEE REPORTS
 - b. Personnel and Governance Committee
 - c. Program Planning and Development Committee
- VII. HCH REPORT
 - a. Sliding fee scale
 - b. CQI Committee Reports
 - c. Risk Management
- VIII. EXECUTIVE DIRECTOR'S REPORT
 - a. Monthly program reports

ADJOURNMENT

Next Board Meeting – April 24, 2019



MINUTES
Community Action Partnership of Natrona County
Board Meeting
February 27, 2019

Chair Erin O'Brien called the board meeting to order at 4:06 pm on February 27, 2019, in the CAPNC Conference Room.

MEMBERS PRESENT: Micki Jaramillo, Lonna Jones, Kristy Oster, Erin O'Brien and Wyoma Groenenberg

MEMBERS ABSENT: Ryan Klinger

OTHERS PRESENT: Marilyn Dymond Wagner, Executive Director
Janice Laird, Senior Financial Coordinator
Jennifer Helmer, Medical Director, 12th Street Clinic
Eric Hodges, Medical Office Specialist, 12th Street Clinic
Debbie Huber, prospective member

Debbie Huber, who is employed by Mercer House, was introduced and told board members about herself and why she might want to be a CAPNC board member.

The resignation of Laura Kaehn as a board member was announced.

MINUTES:

The minutes of the January 23, 2019, board meeting were presented. Lonna Jones made a motion to approve the minutes; Kristy Oster seconded. The motion was unanimously carried.

BUSINESS:

- Wyoma Groenenberg made a motion to ratify the TANF grant for a subcontract between CAP and Climb Wyoming; Lonna Jones seconded. The motion carried unanimously.
- CAPNC applied for \$30,000 from the County General/County One Cent Grant funds, which have a 90-day turnaround time to use the funding: CAP is receiving written requests from agencies to receive part of the money, with a focus on transportation (CATC tickets, bus tokens and possibly cab fare for the 12th Street Clinic) and nutrition from a protein-based emphasis.

FISCAL REPORT: Wyoma Groenenberg made a motion to approve the January 2019 report; Lonna Jones seconded. Motion carried unanimously.

COMMITTEE REPORTS:

PERSONNEL and GOVERNANCE:

- Kristy Oster told the board that 12th Street Clinic is working on new policies for its sliding fee.
- CAP received about \$3,000 in extra outreach money from the Emergency Solutions Grants from 2015, '16 and '17, which had to be used immediately. The staff purchased socks, food and more to create 150 winter outreach care kits and 200 spring care kits to provide for the

homeless. St. Anthony's CCD students helped put the bags together while Client Advocate/Outreach Program Manager Krystal Wallace, Employment Opportunity for Success Program Manager Allison Maluchnik and Outreach Advocate Jackie Navarro transported and distributed the items.

- Noted in written staff reports:
 - ✓ TANF Program Director, Brittney Fleming, is working on 11 grants for possible funding; she also is meeting with other agencies and programs to collaborate and learn what they may have to offer CAP clients.
 - ✓ CSBG information gathered by Krystal Wallace showed an unduplicated number of people served as 258 in January, with 89 of them receiving more than one service. That was the most clients seen in a month for 12 years.
 - ✓ Gwen Richardson, who oversees the SOAR (SSI/SSDI Outreach, Access and Recovery) Program, visited with 19 potential clients, with 14 of them submitting applications to Social Security. She visits with each client at least three times to complete this process.
 - ✓ EOS Community Program Coordinator Allison Maluchnik is working with clients to find new/better employment opportunities, as well as helping with financial coaching and is meeting with other agencies.
 - ✓ The outreach team placed nine people in hotels for seven days as they were living in a trailer and Winnebago, neither had no utilities, Krystal Wallace reported. Wallace also organized Laundry Day on Feb. 22 at Hilltop Laundry Mat and was joined by St. Mark's Episcopal Church as partners. The event was open to anyone needing assistance with laundry costs, offering quarters and soap for two loads.
 - ✓ Housing First Director, Lily Patton, said the program supported 19 adults and seven children (under age 18) in January. People in eight units in one building were moved to another location Feb. 15 to provide safer and healthier environments.
 - ✓ RSVP Program Manager Jonathan Schmidt is planning trips to Fremont and Converse counties to begin recruiting volunteer stations. Schmidt is busy finding new members and the right fit for them with the partner organizations. The recognition event is scheduled May 14.

PROGRAM PLANNING and DEVELOPMENT:

Marilyn Dymond Wagner reported that CAPNC is looking into doing three small fundraisers, perhaps getting a percentage of sales at, for example, Buffalo Wild Wings, Texas Roadhouse, Pizza Ranch, Racca's Pizzeria Napolitano or Five Guys Burgers & Fries.

12th STREET CLINIC:

Jennifer Helmer presented the Risk Management and Quality Improvement Annual Board Report of 2018. The report noted how the clinic worked to reduce health disparity by increasing access to care; reducing risk to the clinic by monitoring movement of protected health information; reducing risk to patients and clinic by monitoring incidents and near-misses, quality improvements for women and overall in screenings for colorectal and cervical cancers, plus other actions.

Eric Hodges discussed the Square Debit Card Processing service that the clinic wants to use when clients have no credit card or bank account. The average \$9 costs (\$5 for the visit and \$2 per

medication) could be paid by a debit card at low cost to the clinic. Kristy Oster made a motion to approve the clinic utilizing Square; Micki Jaramillo seconded. The motion passed unanimously. The clinic received its first payment from Medicaid billings for \$3,690.

EXECUTIVE DIRECTOR'S REPORT:

Marilyn Dymond Wagner, Executive Director, reviewed the following items:

- The ED gave kudos to Janice Laird, who had to keep adjusting to new and earlier deadlines for the Emergency Solutions Grant, as well as making sure all the available \$3,000 was spent before applying for this year's grant.
- Laird is also working with Poverty Resistance to develop a protein day when homeless or working poor people can get peanut butter and canned chicken and tuna.
- Brenda Eickhoff will now work Thursdays in the office.
- CAP's half-page ad, created by Allison Maluchnik and Lily Patton with help from Wyoma Groenenberg, was published in the Star-Tribune. However, it was buried in Section E on a Sunday and many people did not see it.

A motion to adjourn the meeting at 5:16 pm was made by Kristy Oster; seconded by Lonna Jones. The meeting was adjourned.

Respectfully submitted,

Wyoma Groenenberg, Secretary-Treasurer

**AMENDMENT ONE TO THE CONTRACT BETWEEN
WYOMING DEPARTMENT OF HEALTH, BEHAVIORAL HEALTH DIVISION
AND
COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY**

1. **Parties.** This Amendment is made and entered into by and between the Wyoming Department of Health, Behavioral Health Division (Agency), whose address is: 6101 Yellowstone Road, Suite 220, Cheyenne, Wyoming 82002, and Community Action Partnership of Natrona County (Subrecipient), whose address is: 1514 East 12th Street, Casper, Wyoming 82601. This Amendment pertains to the Mental Health and Substance Abuse Services section of the Agency.
2. **Purpose of Amendment.** This Amendment shall constitute the first amendment to the Contract between the Agency and the Subrecipient. The purpose of this Amendment is to a) to revise indirect costs; and b) modify the payment methodology.

The original Contract, dated July 26, 2018, required the Subrecipient to provide Projects for Assistance in Transition from Homelessness (PATH) services and supports for adults with serious mental illness (SMI), or co-occurring SMI and Substance Use Disorder, who are literally homeless with the goal for this population to become and stay housed for a total Contract amount of two hundred thirty-four thousand dollars (\$234,000.00) with an expiration date of August 31, 2020.

3. **Term of the Amendment.** This Amendment shall commence upon the date the last required signature is affixed hereto (Effective Date), and shall remain in full force and effect through the term of the Contract, as amended, unless terminated at an earlier date pursuant to the provisions of the Contract, or pursuant to federal or state statute, rule, or regulation.
4. **Amendments.**
 - A. As of the Effective Date of this Amendment, Attachment A, Statement of Work, which was attached to the original Contract, is superseded and replaced by Attachment A1, Amended Statement of Work, which is attached to this Amendment and incorporated into the original Contract by this reference. All references to "Attachment A" in the original Contract, and in any amendments thereto, are amended to read: "Attachment A1."
 - B. As of the Effective Date of this Amendment, Attachment C, Invoice and Monthly Report, which was attached to the original Contract, is superseded and replaced by Attachment C1, Amended Invoice and Monthly Report, which is attached to this Amendment and incorporated into this Contract by this reference. All references to "Attachment C" in the original Contract, and in any amendments thereto, are amended to read: "Attachment C1."

5. **Amended Responsibilities of the Subrecipient.** Responsibilities of the Subrecipient have been amended as set forth in Section 4 above.
6. **Amended Responsibilities of the Agency.** Responsibilities of the Agency have not changed.
7. **Special Provisions.**
 - A. **Same Terms and Conditions.** With the exception of items explicitly delineated in this Amendment, all terms and conditions of the original Contract, and any previous amendments, between the Agency and the Subrecipient, including but not limited to sovereign immunity, shall remain unchanged and in full force and effect.
 - B. **Counterparts.** This Amendment may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Amendment. Delivery by the Subrecipient of an originally signed counterpart of this Amendment by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Agency.
8. **General Provisions.**
 - A. **Entirety of Contract.** The original Contract, consisting of eleven (11) pages; Attachment A, Statement of Work, consisting of nine (9) pages; Attachment B, Business Associates Agreement, consisting of six (6) pages; Attachment C, Invoice and Monthly Report, consisting of two (2) pages; Amendment One, consisting of three (3) pages; Attachment A1, Amended Statement of Work, consisting of nine (9) pages; and Attachment C1, Amended Invoice and Monthly Report, consisting of two (2) pages, represent the entire and integrated agreement between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral. In the event of a conflict or inconsistency between the language of this Contract and the language of any attachment or document incorporated by reference, the language of this Contract shall control, with the exception of that contained in Attachment B, Business Associate Agreement.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).

AGENCY:

WYOMING DEPARTMENT OF HEALTH, BEHAVIORAL HEALTH DIVISION

Thomas O. Forslund, Director

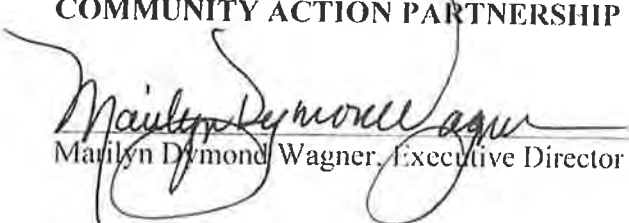
Date

Chris Newman, M.H.A., Senior Administrator

Date

SUBRECIPIENT:


COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY



Marilyn Dymond Wagner, Executive Director

2/20/19
Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM:



Susan G. O'Brien, Senior Assistant Attorney General

2-15-19
Date

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).


AGENCY:

WYOMING DEPARTMENT OF HEALTH, BEHAVIORAL HEALTH DIVISION



Michael A. Ceballos, Director

03/06/2019
Date

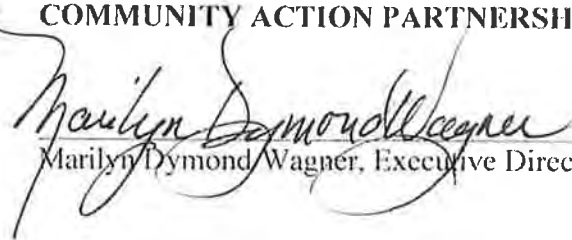


Chris Newman, M.H.A., Senior Administrator

3/5/19
Date

SUBRECIPIENT:

COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY



Marilyn Dymond Wagner, Executive Director

2/13/19
Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM:



Susan G. O'Brien, Senior Assistant Attorney General

2-11-19
Date

Amended Statement of Work (SOW)
Wyoming Department of Health, Behavioral Health Division (Agency)
Services to be provided by Community Action Partnership of Natrona County (Subrecipient)
For services to be provided from September 1, 2018, through August 31, 2020

I. Background/Introduction

The Projects for Assistance in Transition from Homelessness (PATH) Grant is federally funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) to provide community-based services for people with serious mental illness (SMI), or co-occurring SMI and substance use disorder (SUD), who are experiencing homelessness or at imminent risk of homelessness. Federal PATH funds are matched by local cash and in kind dollars. Federal Mental Health Block Grant funds are utilized to leverage other resources to ensure participants are quickly housed and stay housed.

II. Purpose

The purpose of this Contract is to set forth the terms and conditions by which the Subrecipient shall provide PATH services and supports for adults with SMI, or co-occurring SMI and SUD, who are literally homeless with the goal for this population to become and stay housed.

III. Definitions

A. **Best Practices:** Training and support are essential to enable PATH staff members to perform the highest quality of work and may include utilization of the following PATH best practices:

1. Crisis and suicide prevention
2. Critical time intervention
3. Cultural and linguistic competency
4. Effective outreach and engagement
5. Housing First
6. Peer specialist and recovery coaching
7. Person-centered thinking
8. Recovery and recovery support
9. SOAR, which is defined below
10. Trauma-informed care

Attachment A1

- B. **Case Management:** PATH case management assists PATH participants to access housing and resources needed to obtain and maintain housing in the community. Case management generally takes place face-to-face and is customized to the needs and wishes of each individual participant. PATH case management assists participants, as appropriate, to plan and obtain the following:
1. Housing in the community, community mental health and substance abuse treatment, primary healthcare, recovery services, and other resources.
 2. Services that facilitate obtaining and maintaining housing including those related to daily living activities, peer support, personal financial planning, transportation, habilitation and rehabilitation, prevocational and vocational training, and housing.
 3. Income support services and income support including housing assistance, food stamps, supplemental security income benefits, payee services, and such other services and resources as may be appropriate.
- C. **Case Management, Intensive:** Intensive case management is conducted with persons needing significant face-to-face interaction, often daily and generally no less than weekly, for one or more months until the person is well-established in their housing.
- D. **Eligibility:** Individuals who receive assistance and services through this Contract must be adults who are 1) homeless or at imminent risk of homelessness and 2) experiencing an SMI or co-occurring disorder SMI and SUD. PATH prioritizes the most vulnerable people: those who are literally and chronically homeless, including veterans. Persons enrolled may be referred to as a PATH participant.
- E. **Homeless:** For the PATH Grant, homeless is defined as the lack of housing which includes living in a place not fit for human habitation, primary sleeping area is a supervised public or private facility that provides temporary living accommodations, and transitional housing.
- F. **Homeless Management Information System (HMIS):** The HMIS is an internet-based information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. The HMIS is managed through a separate contract by the Wyoming Department of Family Services on behalf of the Wyoming Homeless Collaborative.
- G. **Housing Expenditures:** The purpose of providing housing supports and housing expenditures is to leverage other resources that assist in getting PATH participants quickly housed and keeping them housed. Housing paid via this Contract must be permanent housing, such as apartments or houses, in the community.

Attachment A1

1. **PATH Allowed Housing Expenditures:** PATH housing expenditures are limited to twenty percent (20%) of the total federal PATH expenditures. PATH and PATH match housing expenditures are limited to the following:
 - i. **Matching PATH participants with appropriate housing situations:** Expenditures made on behalf of PATH participants to meet the costs of establishing a household. These may include items such as rental application fees, furniture and furnishings, and moving expenses; small reasonable expenditures to satisfy outstanding consumer debts identified in rental application credit checks that would otherwise preclude successfully securing immediately available housing. Rarely, these funds could be used as a small portion of rent in order to leverage other resources. This subsection does not include security deposits, one-time rental payments, or regular rent payments. Please use with discretion.
 - ii. **Minor renovation:** Services or resources provided to make essential repairs to a housing unit in order to provide or improve access to the unit and eliminate health or safety hazards. One example is a wheelchair ramp. Please use with discretion.
 - iii. **One-time rental payments to prevent eviction:** One-time rental payments made for PATH participants who are at imminent risk of eviction without assistance and who qualify for this service on the basis of income or need. Any person or family may only receive this assistance one (1) time and may not receive this assistance if rent has been paid previously by the Subrecipient through any source of funds. Please use with discretion.
 - iv. **Security deposits:** Provision of funds for PATH participants who are in the process of acquiring rental housing, but do not have the assets to pay the first and last month's rent or other security deposits required to move in to housing.
2. **Mental Health Block Grant (MHBG) Housing Expenditures:** MHBG housing expenditures are limited to the following:
 - i. Matching individuals who are experiencing homelessness with appropriate housing situations;
 - ii. Minor renovation, expansion, and repair of housing;
 - iii. Security deposits; or

Attachment A1

- iv. Rent while working towards permanent housing solutions, which is limited to six (6) months per any PATH participant, past or present.
- H. **Housing First**: An approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment, or service participation.
- I. **Imminent Risk of Becoming Homeless**: Commonly includes one or more of the following criteria: doubled-up living arrangements where the adult's name is not on a lease, living in a condemned building without a place to move, having arrears in rent payments which has resulted in probable eviction, receiving an eviction notice without a place to move, living in temporary or transitional housing that carries time limits, or being discharged from a healthcare or criminal justice institution without a place to live.
- J. **Outreach**: Outreach includes face-to-face interaction with individuals who are homeless and are experiencing SMI. Outreach is conducted in places where people experiencing homelessness sleep or frequent. Outreach requires regular and multiple contacts to build a trusting relationship and engage people eligible for PATH services.
- K. **Screen**: Screening is the in-person, intentional interactive process during which the PATH case manager and a prospective PATH participant determine if the person qualifies for PATH and if the PATH program can address the person's needs. In the HMIS for PATH, this may be called the "date of engagement".
- L. **Supplemental Security Income/Social Security Disability Insurance (SSI/SSDI), Outreach, Access, and Recovery (SOAR)**: The SOAR is an evidence based practice model for applying for social security benefits.
- M. **Social Security Administration (SSA)**: The SSA is an independent agency of the federal government that administers social security, a social insurance program consisting of retirement, disability, and survivor's benefits.
- N. **Quarter**: Reportable quarters for this Contract are September 1-November 30, 2018; December 1, 2018 - February 28, 2019; March 1-May 31, 2019; June 1-August 31, 2019; September 1-November 30, 2019; December 1, 2019 - February 29, 2020; March 1-May 31, 2020; and June 1-August 31, 2020.
- O. **Annual**: Reportable annual timelines for this Contract are September 1, 2018-August 31, 2019 and September 1, 2019-August 31, 2020.

IV. Requirements

- A. A person who meets the eligibility requirements may be enrolled as a PATH participant and served via this Contract. Participation in any service provided via this SOW is voluntary. Once the PATH program enrolls a participant, the PATH program must strive to engage the person in ways that help the person become housed and stay housed.
- B. Accurately report outreach, case management, housing, and other PATH efforts to the HMIS within seven (7) days of each reportable transaction; ensure PATH staff receive training and support to report to the HMIS; and ensure HMIS and other information are reported correctly in the PATH Data Exchange (PDX). For all persons enrolled in the PATH program, the minimum records in the HMIS are the date enrolled, date disenrolled, location where the person was first encountered, probable diagnosis (SMI or SUD), location when enrolled and disenrolled, move-in date if housed, living situation upon enrollment and disenrollment, before or upon disenrollment the status of all referrals, income and other resources, and health insurance status.
- C. Disenrollment occurs when a PATH participant and case manager intentionally dis-enroll the participant from the program or the program automatically disenrolls a participant who has not been served or officially seen by the program for ninety (90) days. Re-enrollment may occur for any previous participant, but may not occur any earlier than ninety-one (91) days after the participant was last served by the program; the individual will count as a new participant. PATH services may remain available as needed and wanted by the participant after leaving the program.
- D. Offer SOAR services to every PATH participant who does not have benefits through SSA or another apparent way to pay for housing. Record all SOAR information into the SOAR Online Application Tracking (OAT).
- E. Assist PATH participants to obtain mental health or substance use treatment services.
- F. Utilize mainstream services, community resources, and other resources to the fullest benefit of the participant.
- G. Annual goals:
 - 1. Annually enroll thirty (30) or more eligible individuals into PATH case management.
 - 2. Annually house, in permanent housing, twelve (12) or more formerly homeless new PATH participants for at least thirty (30) days.

Attachment A1

3. Annually house, in permanent housing, nine (9) or more previously homeless PATH participants for at least six (6) months. This requirement may include any PATH participant enrolled and housed on or after September 1 of each fiscal year.
 4. Annually transition twelve (12) or more PATH participants, who were literally homeless and then housed through PATH efforts, into mainstream services and other ways of paying for their housing, wellness, and wellbeing and out of PATH services. While transition may occur at any time, for this goal the date of transition must be at least forty-five (45) days after enrolling and may include any participant enrolled on September 1 of each fiscal year.
- H. Provide housing support: The purpose of providing housing supports and expenditures for enrolled PATH participants is to leverage other resources that assist in getting people quickly housed and keeping them housed.
1. Create and sustain partnerships to maximize the services and resources that can be leveraged for the benefit of PATH participants. Report an estimate of goods, services, and monetary resources from other sources utilized by participants monthly.
 2. Assist and guide PATH participants, at the participant's discretion, in ways that increase helpful monetary and non-monetary supports and relationships.
 3. Utilize PATH, match, and MHBG funds to advance the goals and objectives of this SOW within the specifications and guidance provided for utilization of those funds.
- I. Collaboration and Training:
1. Assure PATH staff are trained in job relevant PATH best practices.
 2. All staff paid directly through this Grant are expected to attend PATH meetings which may be face-to-face or via video- or tele-conference.
 3. Ongoing collaboration is expected with local housing authorities, Emergency Solutions Grant recipients, homeless shelters and transitional housing agencies, local police departments, county sheriff offices, community mental health and substance use treatment centers, low-income health agencies, agencies that work with veterans, and others. Subrecipient may assist these and other agencies in learning helpful practices to reduce discrimination against, reduce situations which result in homelessness for, and increase the ability of these agencies to quickly house people with SMI or co-occurring disorders. Subrecipient shall

Attachment A1

participate in the planning and implementation of local Point in Time count of people who are homeless.

- J. Match: Subrecipient must match every three dollars (\$3.00) federal PATH dollars expended with one dollar (\$1.00) of non-federal cash or in kind contributions and maintain a list of all match funds expended by date and transaction. These match dollars may only be utilized for expenditures authorized for the PATH Grant under the Public Health Service Act, Title V, Part C.
- K. Program integrity:
1. Maintain adequate staff to meet the requirements of this SOW.
 2. Utilize reports and other data resources to evaluate the effectiveness of the PATH program and adjust activities to better meet objectives and responsibilities.
- L. Other:
1. Set and obtain one (1) goal to increase the Subrecipient's inclusion of people who have experienced homelessness in the management or implementation of the PATH program.
 2. Set and obtain one (1) goal to advance community, regional, or statewide efforts to coordinate entry into publically funded programs and increase prioritization of the people served via the PATH Grant.
 3. Annually review with local disaster preparedness or emergency planning group any plans to include provisions for people who are homeless before or during a community disaster.
 4. Account for staff time consistent with CFR 45 A, Section 75.430.
 5. Provide the full scope of services and supports throughout the Contract period even if funds have been exhausted.
 6. Expenditures shall be reported during the first month following the execution of this Amendment to account for any discrepancies between what has been paid and actual expenditures to date.
 7. Up to twenty thousand dollars (\$20,000.00) of expenditures specified below may be transferred from Section V.B. to Section V.A. without prior approval as long as the total expenditures do not exceed the combined payment amounts.
 8. With the exception of housing, actual costs may include a ten percent (10%) *de minimis* indirect charge.

V. Deliverables**TOTAL PAYMENT UNDER THIS CONTRACT NOT TO EXCEED TWO HUNDRED THIRTY-FOUR THOUSAND DOLLARS (\$234,000.00).**

Payable upon receipt and acceptance of Attachment C1, Invoice and Monthly Report.

DELIVERABLE	PAYMENT PATH	PAYMENT MHBG	PAYMENT DETAILS
A. Provide outreach and PATH case management services	Not to exceed \$66,600.00 annually		Total not to exceed \$133,200.00 Actual expenditures reimbursed if monthly and quarterly deliverables are accomplished
1. Outreach eight (8) potentially eligible persons each month			
2. Screen five (5) potentially eligible persons each month			
3. Provide intensive case management for no less than four (4) PATH participants every month			
4. Provide one-hundred twenty (120) or more hours of direct PATH participant contact through outreach and case management			
5. Quarterly, enroll into PATH case management, seven (7) people			
6. Quarterly, house four (4) PATH participants within thirty (30) days of enrolling			

DELIVERABLE	PAYMENT PATH	PAYMENT MHBG	PAYMENT DETAILS
B. Housing - Annually, utilize the budgeted PATH, local match, and MHBG funds for approved housing expenditures	Not to exceed \$18,400.00 annually	Not to exceed \$24,000.00 annually	Total not to exceed \$84,800.00

DELIVERABLE	PAYMENT PATH	PAYMENT MHBG	PAYMENT DETAILS
C. Accomplish all annual goals, as listed in Section IV.G.	\$1,000.00 annually	\$1,000.00 annually	Total not to exceed \$4,000.00

DELIVERABLE	PAYMENT PATH	PAYMENT MHBG	PAYMENT DETAILS
D. SOAR Goals:	\$1,000.00 annually		Total not to exceed \$12,000.00
1. Annually, submit six (6) complete SSI/SSDI applications for benefits to the SSA and record these applications and their final disposition to the SOAR OAT			
2. Gather information about costs incurred by the community for each SOAR applicant at	\$5,000.00 annually		

least six (6) months before and after they became PATH participants and before and after they acquire SSI/SSDI or other steady income. Provide a summary report of these overall costs and the benefits to the participants to the Agency annually			
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VI.

Changes to Statement of Work

The Subrecipient may submit a written request to the Agency if changes to the SOW are desired. The request shall include the changes being requested and the reason for the changes. The Agency shall review the request and any additional information the Agency may request regarding the changes and provide the Subrecipient with written notice of acceptance or denial of the request within thirty (30) days.

In the event it is determined by the Agency that a change to the SOW is required, a contract amendment shall be made to this Contract in accordance with Section 8.A. of the Contract.

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SUBMIT TO:	Behavioral Health Division	Invoice Number	Contract Number
	Attn: PATH grant 6101 Yellowstone Road, Suite 220 Cheyenne, WY 82002-0480		Month and Year

Contractor:	Community Action Partnership of Natrona County PATH Grant 800 Werner Court, Suite 201 Casper, WY 82601	Ledger Number
FFY 2018 & 19		

Actual costs	PATH	PATH Match	MHBG
Personnel Services (PATH Case Management, Outreach, and PATH specific other including fiscal and PATH oversight)			
Salaries and Wages	\$0.00	\$0.00	\$0.00
Employer Paid Benefits	\$0.00	\$0.00	\$0.00

Travel	PATH	PATH Match	MHBG
Instate Travel:	\$0.00	\$0.00	\$0.00
Out of State Travel:	\$0.00	\$0.00	\$0.00
Local Mileage:	\$0.00	\$0.00	\$0.00

Supplies	PATH	PATH Match	MHBG
Office Supplies	\$0.00	\$0.00	\$0.00
Outreach Supplies	\$0.00	\$0.00	\$0.00

Other	PATH	PATH Match	MHBG
Other As Allowed	\$0.00	\$0.00	\$0.00
Property, vehicle, malpractice, etc. insurance	\$0.00	\$0.00	\$0.00
Office rent	\$0.00	\$0.00	\$0.00
Utilities, phone, internet	\$0.00	\$0.00	\$0.00
Copying, courier, postage, other misc	\$0.00	\$0.00	\$0.00
Minimal client transportation, bus passes, gas vouchers	\$0.00	\$0.00	\$0.00
Community training about PATH topics	\$0.00	\$0.00	\$0.00
Staff training/conference costs (not included in travel)	\$0.00	\$0.00	\$0.00
HMIS, CoC, and other dues	\$0.00	\$0.00	\$0.00

Annual Goal Bonus (Personnel)	\$0.00	\$0.00	\$0.00
Annual SOAR Bonus (Personnel)	\$0.00	\$0.00	\$0.00

Subtotal Direct Costs	\$0.00	\$0.00	\$0.00
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Indirect Costs	\$0.00	\$0.00	\$0.00
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Housing	PATH	PATH Match	MHBG
Matching costs of establishing a household	\$0.00	\$0.00	\$0.00
Minor Renovation	\$0.00	\$0.00	\$0.00
One-time rental payments to prevent eviction	\$0.00	\$0.00	\$0.00
Security Deposit	\$0.00	\$0.00	\$0.00
Rent while working on permanent housing solutions	\$0.00	\$0.00	\$0.00

Subtotal Housing	\$0.00	\$0.00	\$0.00
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Invoiced This Month	\$0.00	\$0.00	\$0.00
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Total Contract Amount	\$0.00
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I attest that the amounts reported here are allowable under this contract, reasonable, allocable, and adequately documented*.

Typed name, title, and email address of person submitting invoice	Today's Date
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Community Action Partnership of Natrona County
Contract Number and Year
PATH Grant Monthly Report

(The following as required in SOW and shown in HMIS where applicable.)

Services	Monthly goal	This Month
Total # contacted outreach		8
# contacted literally homeless		
# screened		5
# enrolled		
# intense case management		4
Staff hours direct client case management & Leveraged resources	120	\$0.00

Quarterly Goals

	Quarter Goal	This Month	This Quarter
Enrolled	7	0	
Housed within 30 days of enrollment	4		

Annual Goals	Annual Goal	This Month	Annual
SOAR apps submitted & in OAT	6		
Enrolled	30		
Permanently house for 30+ days	12		
Permanently house for 6+ months	9		
Transition out of PATH and into other permanent	12		
SOAR data summarized and report attached	1		

	Year One	Year Two
Month when Annual Goals Met	January-00	January-00
Month when SOAR Goals Met	January-00	January-00

Please submit a copy of your HMIS monthly report with this Report.

This Fiscal Year	Original Budget	Expended	Remaining	
				\$234,000.00
				\$234,000.00
PATH Funded Services	\$85,000.00	\$0.00	\$85,000.00	
PATH Funded Housing Max	\$18,400.00	\$0.00	\$18,400.00	#DIV/0!
PATH Annual Bonus	\$7,000.00	\$0.00	\$7,000.00	
MHBG Funded Services	\$0.00	\$0.00	\$0.00	
MHBG Funded Housing	\$24,000.00	\$0.00	\$24,000.00	
MHBG Funded Bonus	\$1,000.00	\$0.00	\$1,000.00	
Match Funded Services		\$0.00		
Match Funded Housing		\$0.00		
Total Required Match	\$30,666.67	\$0.00	\$30,666.67	
Leveraged Resources		\$0.00		

Notes:

- *A cost is reasonable if it does not exceed what a prudent person would incur under similar circumstances
- *A cost is allocable to the extent the goods or services benefited the program and as specified in contract or law.
- *A cost is adequately documented if it is supported by accounting records and source documentation, such as purchase orders, vouchers, invoices, payroll allocation reports, payroll summaries, timesheets, etc.

**CONTRACT BETWEEN
WYOMING DEPARTMENT OF HEALTH, BEHAVIORAL HEALTH DIVISION
AND
COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY**

1. **Parties.** The parties to this Contract are Wyoming Department of Health, Behavioral Health Division (Agency), whose address is: 6101 Yellowstone Road, Suite 220, Cheyenne, Wyoming 82002, and Community Action Partnership of Natrona County (Subrecipient), whose address is: 1514 East 12th Street, Casper, Wyoming 82601. This Contract pertains to the Mental Health and Substance Abuse Services section of the Agency.

2. **Purpose of Contract.** The purpose of this Contract is to set forth the terms and conditions by which the Subrecipient shall provide Projects for Assistance in Transition from Homelessness (PATH) services and supports for adults with serious mental illness (SMI), or co-occurring SMI and Substance Use Disorder, who are literally homeless with the goal for this population to become and stay housed.

3. **Term of Contract.** This Contract is effective when all parties have executed it (Effective Date). The term of the Contract is from September 1, 2018, or Effective Date whichever is later, through August 31, 2020. All services shall be completed during this term.

4. **Payment.**
 - A. The Agency agrees to pay the Subrecipient for the services described in Attachment A, Statement of Work, which is attached to and incorporated into this Contract by this reference. Total payment under this Contract shall not exceed two hundred thirty-four thousand dollars (\$234,000.00). Payment shall be made pursuant to Wyo. Stat. §16-6-602, on a monthly basis upon submission of Attachment C, Monthly Report and Invoice, which is attached to and incorporated into this Contract by this reference. Subrecipient shall submit invoices in sufficient detail to ensure payments may be made in conformance with this Contract. The sources of funds for this Contract are federal Mental Health Block Grant, FAIN SM010059, CFDA 93.958, and federal PATH, FAIN SM016051, CFDA 93.150.

 - B. Payment shall be made in accordance with the payment schedule included in Attachment A. No payment shall be made for work performed before the Effective Date of this Contract.

 - C. Should the Subrecipient fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the Subrecipient performs its duties and responsibilities to the satisfaction of the Agency.

 - D. Except as otherwise provided in this Contract, the Subrecipient shall pay all costs and expenses, including travel, incurred by Subrecipient or on its behalf in

connection with Subrecipient's performance and compliance with all of Subrecipient's obligations under this Contract.

5. **Responsibilities of Subrecipient.** The Subrecipient agrees to:
- A. Provide the services, supports, reports, and data as described in Attachment A.
 - B. Abide by the terms of the Attachment B, Business Associates Agreement, which is attached to and incorporated into this Contract by this reference.
 - C. Submit Attachment C to the Agency for payment before the 15th day of the month that follows the month in which services were provided.

6. **Responsibilities of Agency.** The Agency agrees to:
- A. Pay Subrecipient in accordance with Section 4 above and Attachment A.
 - B. Consult with and advise the Subrecipient, as necessary, about the requirements of this Contract and provide technical assistance when requested.
 - C. Monitor and evaluate the Subrecipient's compliance with the conditions set forth in this Contract.
 - D. Protect client identifying information received from the Subrecipient in a manner that complies with all state and federal confidentiality requirements and agreements, including the Health Insurance Portability and Accountability Act, as implemented.
 - E. Communicate the date of a proposed on-site evaluation within thirty (30) calendar days prior to the evaluation. No notice of an on-site evaluation is required if the Agency is investigating complaints that include fraud or threats to client safety or well-being.

7. **Special Provisions.**
- A. **Administration of Federal Funds.** Subrecipient agrees its use of the funds awarded herein is subject to the Uniform Administrative Requirements of 2 C.F.R. Part 200, *et seq.*; the cost principles set forth in OMB Circulars A-21, A-87, A-122, and 48 C.F.R. Part 31; the audit requirements of OMB Circular A-133; and all applicable regulations published in the Code of Federal Regulations; and other program guidance as provided to it by Agency.
 - B. **Assumption of Risk.** The Subrecipient shall assume the risk of any loss of state or federal funding, either administrative or program dollars, due to the Subrecipient's failure to comply with state or federal requirements. The Agency shall notify the Subrecipient of any state or federal determination of

noncompliance.

- C. Copyright License and Patent Rights.** Subrecipient acknowledges that federal grantor, the State of Wyoming, and Agency reserve a royalty-free, nonexclusive, unlimited, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for federal and state government purposes: (1) the copyright in any work developed under this Contract; and (2) any rights of copyright to which Subrecipient purchases ownership using funds awarded under this Contract. Subrecipient must consult with Agency regarding any patent rights that arise from, or are purchased with, funds awarded under this Contract.
- D. Environmental Policy Acts.** Subrecipient agrees all activities under this Contract will comply with the Clean Air Act, the Clean Water Act, the National Environmental Policy Act, and other related provisions of federal environmental protection laws, rules or regulations.
- E. Federal Audit Requirements.** Subrecipient agrees that if it expends an aggregate amount of seven hundred fifty thousand dollars (\$750,000.00) or more in federal funds during its fiscal year, it must undergo an organization-wide financial and compliance single audit. Subrecipient agrees to comply with the audit requirements of the U.S. General Accounting Office Government Auditing Standards and Audit Requirements of 2 C.F.R. Part 200, Subpart F. If findings are made which cover any part of this Contract, Subrecipient shall provide one (1) copy of the audit report to Agency and require the release of the audit report by its auditor be held until adjusting entries are disclosed and made to Agency's records.
- F. Human Trafficking.** As required by 22 U.S.C. § 7104(g) and 2 CFR Part 175, this Contract may be terminated without penalty if a private entity that receives funds under this Contract:
- (i) Engages in severe forms of trafficking in persons during the period of time that the award is in effect;
 - (ii) Procures a commercial sex act during the period of time that the award is in effect; or
 - (iii) Uses forced labor in the performance of the award or subawards under the award.
- G. Kickbacks.** Subrecipient certifies and warrants that no gratuities, kickbacks, or contingency fees were paid in connection with this Contract, nor were any fees, commissions, gifts, or other considerations made contingent upon the award of this Contract. If Subrecipient breaches or violates this warranty, Agency may, at its discretion, terminate this Contract without liability to Agency, or deduct from the agreed upon price or consideration, or otherwise recover, the full amount of any commission, percentage, brokerage, or contingency fee.

- H. **Limitations on Lobbying Activities.** By signing this Contract, Subrecipient certifies and agrees that, in accordance with P.L. 101-121, payments made from a federal grant shall not be utilized by Subrecipient or its subcontractors in connection with lobbying member(s) of Congress, or any federal agency in connection with the award of a federal grant, contract, cooperative agreement, or loan.
- I. **Monitoring Activities.** Agency shall have the right to monitor all activities related to this Contract that are performed by Subrecipient or its subcontractors. This shall include, but not be limited to, the right to make site inspections at any time and with reasonable notice; to bring experts and consultants on site to examine or evaluate completed work or work in progress; to examine the books, ledgers, documents, papers, and records pertinent to this Contract; and to observe personnel in every phase of performance of Contract related work.
- J. **Nondiscrimination.** The Subrecipient shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, *et seq.*), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, *et seq.*, and the Age Discrimination Act of 1975 and any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.
- K. **No Finder's Fees:** No finder's fee, employment agency fee, or other such fee related to the procurement of this Contract, shall be paid by either party.
- L. **Non-Supplanting Certification.** Subrecipient hereby affirms that federal grant funds shall be used to supplement existing funds, and shall not replace (supplant) funds that have been appropriated for the same purpose. Subrecipient should be able to document that any reduction in non-federal resources occurred for reasons other than the receipt or expected receipt of federal funds under this Contract.
- M. **Program Income.** Subrecipient shall not deposit grant funds in an interest bearing account without prior approval of Agency. Any income attributable to the grant funds distributed under this Contract must be used to increase the scope of the program or returned to Agency.
- N. **Publicity.** Any publicity given to the projects, programs, or services provided herein, including, but not limited to, notices, information, pamphlets, press releases, research, reports, signs, and similar public notices in whatever form, prepared by or for the Subrecipient and related to the services and work to be performed under this Contract, shall identify the Agency as the sponsoring agency and shall not be released without prior written approval of Agency.
- O. **Suspension and Debarment.** By signing this Contract, Subrecipient certifies that neither it nor its principals/agents are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction or from receiving federal financial or nonfinancial assistance, nor are

any of the participants involved in the execution of this Contract suspended, debarred, or voluntarily excluded by any federal department or agency in accordance with Executive Order 12549 (Debarment and Suspension), 44 CFR Part 17, or 2 CFR Part 180, or are on the debarred, or otherwise ineligible, vendors lists maintained by the federal government. Further, Subrecipient agrees to notify Agency by certified mail should it or any of its principals/agents become ineligible for payment, debarred, suspended, or voluntarily excluded from receiving federal funds during the term of this Contract.

8. **General Provisions.**

- A. **Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed by all parties to this Contract.
- B. **Applicable Law, Rules of Construction, and Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming, without regard to conflicts of law principles. The terms "hereof," "hereunder," "herein," and words of similar import, are intended to refer to this Contract as a whole and not to any particular provision or part. The Courts of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.
- C. **Assignment Prohibited and Contract Shall Not be Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The Subrecipient shall not use this Contract, or any portion thereof, for collateral for any financial obligation without the prior written permission of the Agency.
- D. **Audit and Access to Records.** The Agency and its representatives shall have access to any books, documents, papers, electronic data, and records of the Subrecipient which are pertinent to this Contract.
- E. **Availability of Funds.** Each payment obligation of the Agency is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation and which may be limited for any reason including, but not limited to, congressional, legislative, gubernatorial, or administrative action. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Agency at the end of the period for which the funds are available. The Agency shall notify the Subrecipient at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Agency in the event this provision is exercised, and the Agency shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.
- F. **Award of Related Contracts.** The Agency may award supplemental or successor contracts for work related to this Contract or may award contracts to other

contractors for work related to this Contract. The Subrecipient shall cooperate fully with other contractors and the Agency in all such cases.

- G. Compliance with Laws.** The Subrecipient shall keep informed of and comply with all applicable federal, state, and local laws and regulations, and all federal grant requirements and executive orders in the performance of this Contract.
- H. Confidentiality of Information.** All documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the Subrecipient in the performance of this Contract shall be kept confidential by the Subrecipient unless written permission is granted by the Agency for its release. If and when Subrecipient receives a request for information subject to this Contract, Subrecipient shall notify Agency within ten (10) days of such request and shall not release such information to a third party unless directed to do so by Agency.
- I. Counterparts.** This Contract may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Contract. Delivery by the Subrecipient of an originally signed counterpart of this Contract by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Agency.
- J. Entirety of Contract.** This Contract, consisting of eleven (11) pages; Attachment A, Statement of Work, consisting of nine (9) pages; Attachment B, Business Associates Agreement, consisting of six (6) pages; and Attachment C, Invoice and Monthly Report, consisting of two (2) pages, represent the entire and integrated Contract between the parties and supersedes all prior negotiations, representations, and agreements, whether written or oral. In the event of a conflict or inconsistency between the language of this Contract and the language of any attachment or document incorporated by reference, the language of this Contract shall control.
- K. Ethics.** Subrecipient shall keep informed of and comply with the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*) and any and all ethical standards governing Subrecipient's profession.
- L. Extensions.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein.
- M. Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits

delay in performance to that required by the event, and takes all reasonable steps to minimize delays.

- N. Indemnification.** Each party to this Contract shall assume the risk of any liability arising from its own conduct. Neither party agrees to insure, defend, or indemnify the other.
- O. Independent Contractor.** The Subrecipient shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the Subrecipient shall be free from control or direction over the details of the performance of services under this Contract. The Subrecipient shall assume sole responsibility for any debts or liabilities that may be incurred by the Subrecipient in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the Subrecipient or its agents or employees to act as an agent or representative for or on behalf of the State of Wyoming or the Agency or to incur any obligation of any kind on behalf of the State of Wyoming or the Agency. The Subrecipient agrees that no health or hospitalization benefits, workers' compensation, unemployment insurance, or similar benefits available to State of Wyoming employees will inure to the benefit of the Subrecipient or the Subrecipient's agents or employees as a result of this Contract.
- P. Insurance Requirements.**
- (i) During the term of this Contract, the Subrecipient shall obtain and maintain, and ensure that each subcontractor obtains and maintains, each type of insurance coverage specified in Insurance Coverage, below.
 - (ii) All policies shall be primary over any insurance or self-insurance program carried by the Subrecipient or the State of Wyoming. All policies shall include clauses stating that each insurance carrier shall waive all rights of recovery under subrogation or otherwise against Subrecipient or the State, its agencies, institutions, organizations, officers, agents, employees, and volunteers.
 - (iii) The Subrecipient shall provide Certificates of Insurance to the Agency verifying each type of coverage required herein. If the policy is a "claims made" policy instead of an "occurrence" policy, the information provided shall include, but is not limited to, retroactive dates and extended reporting periods or tails.
 - (iv) All policies shall be endorsed to provide at least thirty (30) days advance written notice of cancellation to the Agency. A copy of the policy endorsement shall be provided with the Certificate of Insurance.

- (v) In case of a breach of any provision relating to Insurance Requirements or Insurance Coverage, the Agency may, at the Agency's option, obtain and maintain, at the expense of the Subrecipient, such insurance in the name of the Subrecipient, or subcontractor, as the Agency may deem proper and may deduct the cost of obtaining and maintaining such insurance from any sums which may be due or become due to the Subrecipient under this Contract.
- (vi) All policies required by this Contract shall be issued by an insurance company with an A.M. Best rating of A-VIII or better.
- (vii) The Agency reserves the right to reject any policy issued by an insurance company that does not meet these requirements.

Q. Insurance Coverage. The Subrecipient shall obtain and maintain the following insurance in accordance with the Insurance Requirements set forth above:

- (i) Workers' Compensation and Employer's Liability Insurance. Employees hired in Wyoming to perform work under this Contract shall be covered by workers' compensation coverage obtained through the Wyoming Department of Workforce Services' workers' compensation program, if statutorily required. Employees brought into Wyoming from Subrecipient's home state to perform work under this Contract shall be covered by workers' compensation coverage obtained through the Wyoming Department of Workforce Services' workers' compensation program or other state or private workers' compensation insurance approved by the Wyoming Department of Workforce Services, if statutorily required.

The Subrecipient shall provide the Agency with a Certificate of Good Standing or other proof of workers' compensation coverage for all of its employees who are to perform work under this Contract, if such coverage is required by law. If workers' compensation coverage is obtained by Subrecipient through the Wyoming Department of Workforce Services' workers' compensation program, Subrecipient shall also obtain Employer's Liability "Stop Gap" coverage through an endorsement to the CGL policy required by this Contract, with minimum limits as follows:

- (a) Bodily Injury by Accident: \$1,000,000.00 each accident;
- (b) Bodily Injury by Disease: \$1,000,000.00 each employee; and
- (c) Bodily Injury by Disease: \$1,000,000.00 policy limit.

- (ii) Unemployment Insurance. The Subrecipient shall be duly registered with the Department of Workforce Services and obtain such unemployment insurance coverage as required. The Subrecipient shall supply Agency with a Certificate of Good Standing or other proof of unemployment insurance coverage.

- R. **Notices.** All notices arising out of, or from, the provisions of this Contract shall be in writing either by regular mail or delivery in person at the addresses provided under this Contract.
- S. **Ownership and Destruction of Documents and Information.** Agency owns all documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the Subrecipient in the performance of this Contract. Upon termination of services, for any reason, Subrecipient agrees to return all such original and derivative information and documents to the Agency in a useable format. In the case of electronic transmission, such transmission shall be secured. The return of information by any other means shall be by a parcel service that utilizes tracking numbers. Upon Agency's verified receipt of such information, Subrecipient agrees to physically and electronically destroy any residual Agency-owned data, regardless of format, and any other storage media or areas containing such information. Subrecipient agrees to provide written notice to Agency confirming the destruction of any such residual Agency-owned data.
- T. **Prior Approval.** This Contract shall not be binding upon either party, no services shall be performed, and the Wyoming State Auditor shall not draw warrants for payment, until this Contract has been fully executed, approved as to form by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming, or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).
- U. **Severability.** Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.
- V. **Sovereign Immunity and Limitations.** Pursuant to Wyo. Stat. § 1-39-104(a), the State of Wyoming and Agency expressly reserve sovereign immunity by entering into this Contract and the Contractor expressly reserves governmental immunity. Each of them specifically retains all immunities and defenses available to them as sovereigns or governmental entities pursuant to Wyo. Stat. § 1-39-101, *et seq.*, and all other applicable law. The parties acknowledge that the State of Wyoming has sovereign immunity and only the Wyoming Legislature has the power to waive sovereign immunity. Designations of venue, choice of law, enforcement actions, and similar provisions shall not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to immunity shall be construed in favor of immunity.
- W. **Taxes.** The Subrecipient shall pay all taxes and other such amounts required by federal, state, and local law, including, but not limited to, federal and social security taxes, workers' compensation, unemployment insurance, and sales taxes.

- X. Termination of Contract.** This Contract may be terminated, without cause, by the Agency upon thirty (30) days written notice. This Contract may be terminated by the Agency immediately for cause if the Subrecipient fails to perform in accordance with the terms of this Contract.
- Y. Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.
- Z. Time is of the Essence.** Time is of the essence in all provisions of this Contract.
- AA. Titles Not Controlling.** Titles of sections and subsections are for reference only and shall not be used to construe the language in this Contract.
- BB. Waiver.** The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Contract, either personally or through their duly authorized representatives, have executed this Contract on the dates set out below and certify that they have read, understood and agreed to the terms and conditions of this Contract.


The Effective Date of this Contract is the date of the signature last affixed to this page

AGENCY:

WYOMING DEPARTMENT OF HEALTH, BEHAVIORAL HEALTH DIVISION


Thomas O. Forslund, Director

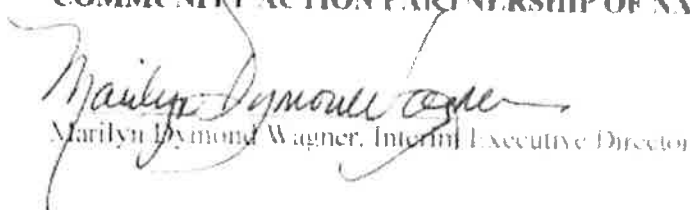
7/26/18
Date


FOR CHRIS NEWMAN
Chris Newman, M.H.A., Senior Administrator

7/27/18
Date

SUBRECIPIENT:

COMMUNITY ACTION PARTNERSHIP OF NATRONA COUNTY


Marilyn Dymond Wagner, Interim Executive Director

7/28/18
Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM:


Susan G. O'Brien, Senior Assistant Attorney General

7-16-18
Date

Succession Plan

A change in executive leadership is inevitable for all organizations and can be a very challenging time. [Agency Name] has created an Executive Director Succession Plan and a supporting toolkit that will prepare the Agency for an eventual change in leadership—either planned or unplanned—to ensure the stability and accountability of the Agency until such time as new leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures.

It is the responsibility of the [Agency Name] Board of Directors to assess the long term leadership needs of the Agency to help ensure the selection of a qualified and capable leader who is representative of the community, a good fit for the Agency's mission, vision, values, goals and objectives, and who has the necessary skills to lead and manage the Agency. To ensure the Agency's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits an Executive Director, the Board will appoint interim executive leadership as described below. The interim Executive Director shall ensure that the Agency continues to operate with minimal disruption and that all organizational commitments previously made are adequately executed.

This succession plan will guide the Agency through this transition. All information contained in the ED Succession Plan and toolkit will be reviewed and updated annually by the Board of Directors and the ED to ensure it is current and accurate. Copies of the Plan and toolkit will be held by the Board President, the Board Secretary, and the highest management position other than the ED. This ED Succession Plan Policy is hereby approved.

Date: _____

Board Chair: _____

Procedures for Succession:

Although in virtually all circumstances in this procedure will be implemented as written, it is the responsibility of the Executive Committee to determine any modifications needed based upon the circumstances confronting the Agency at the time.

I. Emergency/ Unplanned Departure Succession Plan

Circumstances that trigger implementation of the Emergency Succession Plan:

- Death of ED
- ED becomes permanently incapacitated
- ED's employment terminated

In the event of one of these circumstances, the Emergency/ Unplanned Succession Plan will be implemented and the Chief Operating Officer (COO) will assume leadership of the Agency as Interim ED. If the COO is unable to assume leadership of the Agency, the Board President will be named interim ED. If the BP is unable to serve in this capacity, then an external consultant with experience as an executive leader will be appointed.

This process will follow the timeline detailed below:

First 24 Hours:

1. Emergency conference call or meeting with Executive Committee scheduled as soon as possible—confirm COO as Interim ED or, if necessary, the BP or an external consultant, create timeline for action plan and assign responsibilities; notify Board of Directors of situation and that emergency session is occurring.
2. Consult with Human Resources or outside expertise to advise on personnel issues regarding disability insurance, etc.
3. If appropriate based upon circumstances, our attorney will be notified with questions and concerns regarding any potential legal issues
4. Written memo and email to [Agency Name] staff from the Board President explaining events and anticipated actions. Memo to include:
 - Announcement of ED departure
 - Circumstances of departure if appropriate to share
 - Appointment of Interim ED or person temporarily responsible until an Interim ED is named
 - Person to whom employees should refer questions
 - Person designated to provide information to media, donors, state agencies, and others

- Process for hiring new ED
 - When and how additional information will be provided
 - Availability of counseling or support services, if necessary
5. If ED employment was terminated and it is deemed necessary, begin taking steps to:
- Secure cash and checks (Finance)
 - Secure employee files (Administrative Services)
 - Secure contracts (COO)
 - Change security codes, passwords and combinations (Administrative Services)
 - Change locks (Administrative Services)
 - Safeguard personal property of departing ED (Administrative Services)
 - Cancel or change credit cards and authorization cards (Finance)
 - Change signature cards (Finance)
6. Activate Emergency Communication Plan for ED departure led by Director of Marketing in coordination with Board President and Chief Operating Officer.

First Week:

1. The Board Executive Committee will appoint/confirm an interim ED according to the following line of succession:
- A. Chief Operating Officer
 - B. Board President
 - C. External consultant (with experience as an interim executive director)

The Interim ED shall assume the authority for operations of the Agency. The Interim ED may be offered a temporary salary increase or bonus, depending upon the length of service as Interim ED, to be negotiated during the interim ED period.

2. Activate the Board Executive Transition Committee, which is appointed by the Board President, that consists of X, Y, and Z. It shall be the responsibility of this committee in conjunction with the Interim ED to implement the following preliminary transition plan (with the exception of the hiring process, which will not necessarily involve the Interim ED):
- A. Work with [Agency Name] Marketing staff to communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee and implementing the succession policy. The Agency shall maintain a current list of key stakeholders who must be contacted, such as donors, funders, government agencies, and others
 - B. Consider the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition.
 - C. To be sensitive to the special support needs of the Interim ED in this temporary leadership role and act accordingly to ensure continued Agency operations.

- D. Review the Agency's business and strategic plans. Conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next leader.
 - E. Establish a plan and time frame for executing the recruitment and selection process.
 - F. Refer to the ED Hiring Policy and Procedures contained in this document.
3. The Board President appoints a ED Search Committee that may include the members of the Executive Transition Committee, additional Board Members, the chairs of the Human Resources and Finance committees as well as community members.
4. Notification provided to the following persons/organizations:
 - A. Key outside stakeholders including donors, funders, lenders, Agency partners, relevant media.
 - B. Organizations in which the Agency has an active membership.
 - C. Any agencies involved in licensing, bonding, accreditation, etc.
 - D. Update to staff on progress.

First Month and beyond until new ED assumes position:

1. Update staff and other key stakeholders on progress
2. If appropriate, identify and announce plan to honor former ED The Board should use similar procedures in case of an executive transition that simultaneously involves the ED and other key management. In such instance, the Board may also consider temporarily subcontracting some of the organizational functions from trained consultants to other organizations.

II. Short Term Planned Departure Succession Plan

A short term planned departure occurs when the ED will be gone for 3 months or less and plans on returning.

Circumstances that trigger implementation of the Short Term Planned Departure Succession Plan:

- ED is taking a leave of absence
- ED becomes will be temporarily incapacitated
- ED is taking an extended vacation, paid time off, or unpaid time off

In the event of one of these circumstances, the Short Term Planned Departure Succession Plan will be implemented and the Chief Operating Officer (COO) will assume leadership of the Agency as acting ED. If the COO is unable to assume leadership of the Agency, the next highest management staff will become the acting ED.

This process will follow the timeline detailed below:

A conference call or meeting with ED and Executive Committee scheduled as soon as possible to notify them of planned absence.

One month prior to departure:

1. Meet with Executive Committee and notify them of all situations (contracts, donations, etc.) that will need board attention during the period the ED will be gone.
2. ED meet with the person expected to be acting ED and them of all situations expected to arise during the planned absence.

One week prior to departure:

1. ED will continue to hold regular meetings with person expected to be acting ED to prepare them.
2. Executive Committee will meet with person expected to be acting ED to notify them of expectations.
3. Executive Committee approval of acting ED
4. Written memo and email to [Agency Name] staff from the ED explaining events and anticipated actions.
 - When the ED is expected to leave and return
 - Who the acting ED is
 - Expectations of staff while gone
5. Notification provided to the following persons/organizations as necessary:
 - A. Key outside stakeholders including donors, funders, lenders, Agency partners, relevant media.
 - B. Organizations in which the Agency has an active membership.
 - C. Any agencies involved in licensing, bonding, accreditation, etc.

III. Permanent Departure Succession Plan

Circumstances that trigger the implementation of this Succession Plan:

- ED announces retirement or departure

In the event of one of these instances, the Permanent Departure Succession Plan will be implemented. The process is detailed below. The timeline for this process will be determined by the ED's intended departure date, and therefore, will be developed by the Executive Transition Committee according to that date.

Departure that occurs in less than six months:

This may be considered less than sufficient notice for recruitment purposes thus requiring emergency-like procedures.

First Two Weeks:

1. Emergency meeting with Executive Committee scheduled as soon as possible. It is likely that an Interim ED will need to be appointed. In this case, the Executive Committee may choose to confirm the COO as Interim ED effective a particular date or name another individual as Interim ED, if necessary. The Committee shall also create a timeline for this action plan and assign responsibilities as well as notify Board of Directors of the situation and the emergency session. If necessary, the Executive Committee will appoint/confirm an interim ED according to the following line of succession:
 - A. Chief Operating Officer (COO)
 - B. Board President
 - C. External consultant (with experience as an interim ED)
2. Consult with Human Resources or outside expertise to advise on personnel issues.
3. If appropriate, our attorney will be notified with questions and concerns regarding any potential legal issues, including but not limited to breach of contract.
4. Written memo and email to [Agency Name] staff from the Board President explaining events and anticipated actions. Memo to include:
5. Announcement of ED departure
 - Circumstances of departure if appropriate to share
 - Appointment of Interim ED and effective date, if necessary
 - Person to whom employees should refer questions
 - Person designated to provide information to media, donors, state agencies, and others
 - Process for hiring new ED
 - When and how additional information will be provided If appointed, the Interim ED shall have authority for decision-making and independent action, as did the regular ED. The Interim ED may be offered a temporary salary increase or bonus to be negotiated during the interim ED period.
6. Activate the Board Executive Transition Committee, which is appointed by the President and consists of the President-Elect, the Immediate Past President, the President and one additional current or past Board Member. It shall be the responsibility of this Committee to implement the following preliminary transition plan in conjunction with the Interim ED, if one is appointed, with the exception of the hiring process:
 - A. Work with [Agency Name] Marketing staff to communicate with key stakeholders regarding the situation, actions taken by the Board in naming an interim successor, and if needed, appointing a transition committee and implementing the succession policy. The Agency shall maintain a current list of key stakeholders who must be contacted, such as donors, funders, government agencies, and others.

- B. Consider the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition.
 - C. To be sensitive to the special support needs of the Interim ED in this temporary leadership role and act accordingly to ensure continued Agency operations.
 - D. Review the Agency's business and strategic plans. Conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next leader.
 - E. Establish a plan and time frame for executing the recruitment and selection process.
 - F. Refer to the ED Hiring Policy and Procedures in the Policy Handbook for additional procedures.
7. The Board President appoints a ED Search Committee that may include the members of the Executive Transition Committee, additional Board Members, the chairs of the Human Resources and Finance committees as well as community members.

First Month:

- 1. Notification provided to the following persons/organizations:
 - A. Key outside stakeholders including donors, funders, lenders, Agency partners, relevant media.
 - B. Organizations in which the Agency has an active membership
 - C. Any agencies involved in licensing, bonding, accreditation, etc.
 - D. Update to staff on progress

Second Month and beyond until new ED assumes position:

- 1. Update staff and other key stakeholders on progress.
- 2. If appropriate, identify and announce plan to honor former ED.

Departure that occurs in six months or longer:

The following are key activities that need to occur. The timeframe for their execution will be set by the Executive Transition Committee and the ED.

- 1. Executive Committee shall meet to create a timeline for this action plan and assign responsibilities as well as notify Board of Directors of the impending departure.
- 2. Consult with Human Resources or outside expertise to advise on personnel issues.

3. Written memo and email to [Agency Name] staff from the Board President explaining events and anticipated actions. Memo to include:
 - Announcement of ED departure
 - Circumstances of departure if appropriate to share
 - Person to whom employees should refer questions
 - Person authorized to provide information to media, donors, state agencies, and others (Media Policy—to be developed)
 - Process for hiring new ED
 - When and how additional information will be provided

4. Activate the Board Executive Transition Committee, which is appointed by the President and consists of the President-Elect, the Immediate Past President, the President and one additional Board member. It shall be the responsibility of this Committee to implement the following preliminary transition plan in conjunction with the ED, if one is appointed, with the exception of the hiring process:
 - A. Work with [Agency Name] Development and Marketing staff to communicate with key stakeholders regarding the departure, actions taken by the Board in appointing a transition committee and implementing the succession policy. The Agency shall maintain a current list of key stakeholders who must be contacted, such as donors, funders, government agencies, and others.
 - B. Consider the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition.
 - C. Review the Agency's business and strategic plans and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next leader.
 - D. Establish a plan and time frame for executing the recruitment and selection process.
 - E. Refer to the ED Hiring Policy and Procedures in the Policy Handbook for additional procedures.

5. The Board President appoints a ED Search Committee that may include the members of the Executive Transition Committee, additional Board members, the chairs of the Human Resources and Finance committees as well as community members.

6. Notification provided to the following persons/organizations:
 - A. Key outside stakeholders including donors, funders, lenders, Agency partners, relevant media.
 - B. Organizations in which the Agency has an active membership.
 - C. Any agencies involved in licensing, bonding, accreditation, etc.
 - D. Update to staff on progress

7. Additional update to staff and other key stakeholders on progress.
8. If appropriate, create and announce plan to honor former ED.
9. Work with [Agency Name] Marketing staff to plan celebration of outgoing ED.

Community Action Partnership of Natrona County

Balance Sheet

As of 2/28/2019

		<u>Current Period Balance</u>
Assets		
Current Assets		
Cash - Operating	1010	120,567.45
Petty Cash CAPNC	1012	100.00
Petty Cash HCH	1015	100.00
Accounts Receivable	1200	149,051.93
AR - Other	1220	0.00
Due from	1301	0.00
Due From	1400	168,654.20
Due from Primary Government	1401	0.00
Total Current Assets		<u>438,473.58</u>
Fixed Assets		
Buildings and Improvements	1801	82,003.21
Machinery and Equipment	1802	197,748.23
Accum Depr-Machinery & Equipment	1803	(28,430.97)
Accumulated Depreciation -Building and Improvements	1804	(168,674.23)
Total Fixed Assets		<u>82,646.24</u>
Other		
Investment in GFA	1900	873.60
Deffered Outflows - Pension items	1901	338,947.87
Total Other		<u>339,821.47</u>
Total Assets		<u><u>860,941.29</u></u>
Liabilities		
Current Liabilities		
Accounts Payable	2010	83,579.13
Fed Withholding Payable	2040	0.00
FUTA Payable	2041	151.83
FICA Payable	2042	0.00
Retirement Payable	2043	0.00
Payroll Insurance Payable	2044	1,010.53
Garnishments Payables	2050	0.00
SUTA Payable	2051	1,831.87
Workers Compensation Payable	2052	1,127.46
Accrued Payroll	2055	0.00
Due To	2101	0.00
S-T accrued vaction/sick leave	2150	7,116.87
L-T accrued vacation/sick leave	2151	33,099.09
Due To	2400	168,654.20
Net pension laibility	2600	1,117,382.79
Deffered inflow	2610	218,770.80
Total Current Liabilities		<u>1,632,724.57</u>
Other Liabilities		
Capital Leases PayAble	2020	10,562.67
Capital Leases-Current Portion	2021	3,254.00
Total Other Liabilities		<u>13,816.67</u>
Total Liabilities		<u>1,646,541.24</u>
Net Assets		
Prior Year Fund Balance		

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Community Action Partnership of Natrona County

Balance Sheet

As of 2/28/2019

		<u>Current Period Balance</u>
Fund Balance	3000	<u>(782,640.54)</u>
Total Prior Year Fund Balance		<u>(782,640.54)</u>
Net Income		<u>(2,959.41)</u>
Total Net Income		<u>(2,959.41)</u>
Total Net Assets		<u>(785,599.95)</u>
Liabilities and Net Assets		<u>860,941.29</u>

Community Action Partnership of Natrona County

Aged Receivables by Due Date - Aged Receivables

Aging Date - 2/28/2019

From 7/1/2001 Through 2/28/2019

Customer ID	Customer Name	Invoice Number	Due Date	Current	Days Past Due				Total	
					1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due		
City of Casper	City of Casper On...	033118	5/30/2018	0.00	0.00	0.00	0.00	0.00	(69,734.30)	(69,734.30)
City of Casper	CITY	CITY	5/30/2018	0.00	0.00	0.00	0.00	0.00	69,734.30	69,734.30
City of Casper	CITY-14	CITY-14	7/30/2018	0.00	0.00	0.00	0.00	0.00	(64,257.29)	(64,257.29)
City of Casper	cityfinal	cityfinal	7/30/2018	0.00	0.00	0.00	0.00	0.00	68,732.62	68,732.62
Total City of Casper	City of Casper On...			0.00	0.00	0.00	0.00	0.00	4,475.33	4,475.33
CSBG	Community Servc...	CSBG022819	3/30/2019	36,833.46	0.00	0.00	0.00	0.00	0.00	36,833.46
Total CSBG	Community Servc...			36,833.46	0.00	0.00	0.00	0.00	0.00	36,833.46
ESG	Dept. Family Servi...	ESH022019	3/22/2019	23,680.23	0.00	0.00	0.00	0.00	0.00	23,680.23
Total ESG	Dept. Family Servi...			23,680.23	0.00	0.00	0.00	0.00	0.00	23,680.23
HUD-SHP	Housing and Urba...	HUD022819	3/10/2019	7,925.00	0.00	0.00	0.00	0.00	0.00	7,925.00
Total HUD-SHP	Housing and Urba...			7,925.00	0.00	0.00	0.00	0.00	0.00	7,925.00
Natrona County	Natrona County O...	COUNTY022...	3/30/2019	40,420.50	0.00	0.00	0.00	0.00	0.00	40,420.50
Total Natrona County	Natrona County O...			40,420.50	0.00	0.00	0.00	0.00	0.00	40,420.50
PATH	PATH GRANT	PATH0413119	3/2/2019	9,662.80	0.00	0.00	0.00	0.00	0.00	9,662.80
PATH	PATH123118	PATH123118	1/30/2019	0.00	632.15	0.00	0.00	0.00	0.00	632.15
PATH	PATHROUND...	PATHROUND...	9/30/2018	0.00	0.00	0.00	0.00	0.53	0.53	0.53
Total PATH	PATH GRANT			9,662.80	632.15	0.00	0.00	0.53	0.53	10,295.48
RSVP	National Corporati...	RSVP022819	3/30/2019	7,979.28	0.00	0.00	0.00	0.00	0.00	7,979.28
Total RSVP	National Corporati...			7,979.28	0.00	0.00	0.00	0.00	0.00	7,979.28
TANF	TANF -- CPI	TANF123118-1	1/30/2019	0.00	17,442.65	0.00	0.00	0.00	0.00	17,442.65
Total TANF	TANF -- CPI			0.00	17,442.65	0.00	0.00	0.00	0.00	17,442.65

Community Action Partnership of Natrona County

Aged Receivables by Due Date - Aged Receivables

Aging Date - 2/28/2019

From 7/1/2001 Through 2/28/2019

Customer ID	Customer Name	Invoice Number	Due Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Report Total				126,501.27	18,074.80	0.00	0.00	4,475.86	149,051.93

Community Action Partnership of Natrona County
 Aged Payables by Invoice Date - Outstanding Payables
 Aging Date - 2/28/2019
 From 7/1/2015 Through 2/28/2019

Vendor ID	Vendor Name	Invoice Date	Invoice Number	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
307	307 FOREVER WEST PROPERTIES LLC	2/27/2019	307/022719/...	700.00	0.00	700.00	0.00	0.00	0.00
AFLACInsur	AFLAC	2/28/2019	AFLAC/5475...	944.90	944.90	0.00	0.00	0.00	0.00
Aliscripts	Aliscripts LLC	2/13/2019	4002133288	20.00	0.00	20.00	0.00	0.00	0.00
		2/19/2019	100116703	525.00	0.00	525.00	0.00	0.00	0.00
		2/28/2019	4001924042	647.59	647.59	0.00	0.00	0.00	0.00
BAILEY'S	Bailey's Ace Hardware # 6904	2/21/2019	124069	9.99	0.00	9.99	0.00	0.00	0.00
		2/21/2019	124080	14.99	0.00	14.99	0.00	0.00	0.00
		2/26/2019	124130	11.98	0.00	11.98	0.00	0.00	0.00
BARGREEN	BARGREEN ELLINGSON, INC	2/25/2019	2102371303	127.32	0.00	127.32	0.00	0.00	0.00
BELLKENN	KENNETH E BELL PhD	2/28/2019	BELL022819	3,680.00	3,680.00	0.00	0.00	0.00	0.00
Bertag	BERTAG PROPERTIES LLC	2/11/2019	BERTAGNOL...	109.98	0.00	109.98	0.00	0.00	0.00
BHE	Black Hills Energy	11/6/2018	BHE/CREVN...	189.00	0.00	0.00	0.00	0.00	189.00
BigBroBigSis	Greater Wyoming Big Brothers Big Sisters	1/14/2019	GWBBBS/12...	2,501.36	0.00	0.00	2,501.36	0.00	0.00
BLOEDORN	BLOEDORN LUMBER	2/26/2019	4790799	7.56	0.00	7.56	0.00	0.00	0.00
BROOKER	KATHLEEN BROOKER	2/27/2019	4791264	5.97	0.00	5.97	0.00	0.00	0.00
		2/19/2019	02110515	562.50	0.00	562.50	0.00	0.00	0.00
		2/19/2019	BROOKER0215	562.50	0.00	562.50	0.00	0.00	0.00
		2/28/2019	0225	480.00	480.00	0.00	0.00	0.00	0.00
		2/22/2021	021818/HCH	(487.50)	(487.50)	0.00	0.00	0.00	0.00
Cardmember	Cardmember Services	12/7/2018	CREDI/MMIC...	151.00	0.00	0.00	0.00	151.00	0.00
		2/1/2019	6122002	135.40	0.00	135.40	0.00	0.00	0.00
		2/4/2019	CARDM/JIFAR...	125.00	0.00	125.00	0.00	0.00	0.00
		2/6/2019	CARDM/CUS...	210.00	0.00	210.00	0.00	0.00	0.00
		2/7/2019	CARDM/UDS	88.42	0.00	88.42	0.00	0.00	0.00
		2/7/2019	CC/OLDACKER	210.00	0.00	210.00	0.00	0.00	0.00
		2/8/2019	CARDM/AMIMS	273.00	0.00	273.00	0.00	0.00	0.00

Community Action Partnership of Natrona County
 Aged Payables by Invoice Date - Outstanding Payables

Aging Date - 2/28/2019
 From 7/1/2015 Through 2/28/2019

Vendor ID	Vendor Name	Invoice Date	Invoice Number	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
CASPER-NAT... CASPER-NATRONA COUNTY HEALTH DEPT		2/28/2019	CARDM/CSH...	273.00	0.00	273.00	0.00	0.00	0.00
		2/8/2019	CARDM/DRI...	273.00	0.00	273.00	0.00	0.00	0.00
		2/8/2019	CARDM/HYE...	273.00	0.00	273.00	0.00	0.00	0.00
		2/8/2019	CARDM/JMT...	273.00	0.00	273.00	0.00	0.00	0.00
		2/8/2019	CARDM/RHO...	273.00	0.00	273.00	0.00	0.00	0.00
		2/12/2019	CARDM/WAL...	884.44	0.00	884.44	0.00	0.00	0.00
		2/13/2019	CARDM/HOU... FIRST	35.69	0.00	35.69	0.00	0.00	0.00
		2/13/2019	CARDM/LEO	72.29	0.00	72.29	0.00	0.00	0.00
		2/13/2019	CARDM/LOA...	16.26	0.00	16.26	0.00	0.00	0.00
		2/15/2019	cardm/jallen	195.00	0.00	195.00	0.00	0.00	0.00
2/19/2019	card/utreach-1	231.00	0.00	231.00	0.00	0.00	0.00		
2/19/2019	cardm/outre...	743.71	0.00	743.71	0.00	0.00	0.00		
2/19/2019	cardm/outre...	418.01	0.00	418.01	0.00	0.00	0.00		
2/20/2019	CARDM/MOL...	420.00	0.00	420.00	0.00	0.00	0.00		
2/20/2019	CARDM/OUT...	167.30	0.00	167.30	0.00	0.00	0.00		
2/21/2019	CARD/BFLEM...	69.99	0.00	69.99	0.00	0.00	0.00		
2/26/2019	CARDM/BHO...	210.00	0.00	210.00	0.00	0.00	0.00		
2/27/2019	CARDM/GRE... -KAO	297.57	0.00	297.57	0.00	0.00	0.00		
2/28/2019	156366945936	412.91	412.91	0.00	0.00	0.00	0.00		
2/28/2019	2542284	225.00	225.00	0.00	0.00	0.00	0.00		
2/28/2019	1672	20.00	20.00	0.00	0.00	0.00	0.00		
CasperCabs	Casper Cabs LLC	2/1/2019	923-LATE	32.50	0.00	32.50	0.00	0.00	0.00
		2/21/2019	935	145.50	0.00	145.50	0.00	0.00	0.00
		2/1/2019	1550	231.44	0.00	231.44	0.00	0.00	0.00
CaspOrthop	Casper Orthopedic Associates PC	2/1/2019	59969730/jf...	122.00	0.00	122.00	0.00	0.00	0.00
		2/25/2019	6127380/LF...	191.23	0.00	191.23	0.00	0.00	0.00
		2/25/2019	6137730	9.58	0.00	9.58	0.00	0.00	0.00
CENTRE POINT	CENTRE POINT APARTMENTS	2/1/2019	CENTRE/013...	382.00	0.00	382.00	0.00	0.00	0.00
		2/1/2019	0161930023...	75.02	0.00	75.02	0.00	0.00	0.00
ClimbWyo	CLIMB Wyoming	1/29/2019	1STQTR/CL...	6,688.66	0.00	6,688.66	0.00	0.00	0.00

Community Action Partnership of Natrona County
Aged Payables by Invoice Date - Outstanding Payables
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From 7/1/2015 Through 2/28/2019

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CollingTim	Timothy P Colling	1/8/2019	COLLING/01...	500.00	0.00	0.00	500.00	0.00	0.00
		2/19/2019	COLLING/02...	1,400.00	0.00	1,400.00	0.00	0.00	0.00
Colonial Life	Colonial Life	2/28/2019	COLONIAL02...	70.87	70.87	0.00	0.00	0.00	0.00
COMPUTEREX	MARKENTINE, JNC DBA COMPUTER RX	2/27/2019	1794077	240.00	0.00	240.00	0.00	0.00	0.00
Conquistador	Conquistador Apartments	11/8/2018	CONQUISTO...	700.00	0.00	0.00	0.00	0.00	700.00
Cottonwood	Cottonwood Estates I	12/3/2018	CONQUISTA...	800.00	0.00	0.00	0.00	800.00	0.00
		2/26/2019	COTTONWO...	1,000.00	0.00	1,000.00	0.00	0.00	0.00
COYLE	KIM COYLE	11/14/2018	COYLE/1114...	400.00	0.00	0.00	0.00	0.00	400.00
Cspr/RentalsA...	Casper Rental Agency - Serge M D'Elia	8/3/2018	cha/0801318...	658.00	0.00	0.00	0.00	0.00	658.00
EICKHOFF	BRENDA EICKHOFF DBA EHC CONSULTING	3/1/2019	cra030119	(500.00)	(500.00)	0.00	0.00	0.00	0.00
		3/1/2019	CRA030119-1	(1,875.00)	(1,875.00)	0.00	0.00	0.00	0.00
		11/9/2019	cra030119Hf-3	(7,925.00)	(7,925.00)	0.00	0.00	0.00	0.00
		2/28/2019	BE/123118	2,500.00	2,500.00	0.00	0.00	0.00	0.00
FedEx	FedEx	2/28/2019	BE0119	2,500.00	2,500.00	0.00	0.00	0.00	0.00
FIRSTSTR	FIRST STREET VISION, INC	2/28/2019	BE022819	2,500.00	2,500.00	0.00	0.00	0.00	0.00
		2/28/2019	BE110118	2,500.00	2,500.00	0.00	0.00	0.00	0.00
		2/21/2019	646858185	45.22	0.00	45.22	0.00	0.00	0.00
		2/1/2019	54334393/T...	250.00	0.00	250.00	0.00	0.00	0.00
FriendsCAP	Friends of Community Action Partnership of Natrona County	2/28/2019	FRIENDSOC22...	100.00	100.00	0.00	0.00	0.00	0.00
FURHRMAN	ROGER T FUHRMAN DBA FUHRMAN RENTALS	2/9/2019	FURHRMAN/0...	950.00	0.00	950.00	0.00	0.00	0.00
GRANTMARSH	GRANT MARSH PROPERTY	1/18/2019	MARSH/0118...	600.00	0.00	0.00	600.00	0.00	0.00
		2/1/2019	MARSH/0201...	500.00	0.00	500.00	0.00	0.00	0.00
		2/6/2019	MARSH/0208...	650.00	0.00	650.00	0.00	0.00	0.00

Community Action Partnership of Natrona County
Aged Payables by Invoice Date - Outstanding Payables
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From 7/1/2015 Through 2/28/2019

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GrimshawIn-1	Grimshaw Investments	2/25/2019	MARSH/0225...	600.00	0.00	600.00	0.00	0.00	0.00
		2/26/2019	MARSH/0226...	390.00	0.00	390.00	0.00	0.00	0.00
		8/2/2018	WYO/NATL/0...	550.00	0.00	0.00	0.00	0.00	550.00
HENRYSCH EIN	HENRY SCHEIN, INC	8/3/2018	GRIMSHAW/...	400.00	0.00	0.00	0.00	0.00	400.00
		2/1/2019	58153382	610.00	0.00	610.00	0.00	0.00	0.00
Highland	Highland Property Management Inc / Prairie Sage Apts	2/1/2019	61153113	424.12	0.00	424.12	0.00	0.00	0.00
		2/4/2019	618797796	355.50	0.00	355.50	0.00	0.00	0.00
		2/4/2019	61900363	20.60	0.00	20.60	0.00	0.00	0.00
		2/11/2019	62133847	246.46	0.00	246.46	0.00	0.00	0.00
		2/13/2019	62236487	74.85	0.00	74.85	0.00	0.00	0.00
		2/27/2019	62665846	5.55	0.00	5.55	0.00	0.00	0.00
		2/28/2019	62345904	21.57	0.00	21.57	0.00	0.00	0.00
		2/28/2019	62721836	366.73	0.00	366.73	0.00	0.00	0.00
		2/20/2019	highland/020...	715.00	0.00	715.00	0.00	0.00	0.00
		HORNECKER HUSS-T	Jaime Hornecker HUSS INVESTMENTS	2/28/2019	hornecker/02...	2,080.00	2,080.00	0.00	0.00
2/14/2019	HUSS/02141...			600.00	0.00	600.00	0.00	0.00	0.00
JORGENSEN LAIRD LaratCour	JAMES JORGENSEN Janice Laird Larat Mobile Home Court and RV Park LLC	2/20/2019	JJORGENSE...	500.00	0.00	500.00	0.00	0.00	0.00
		8/22/2019	LAIR/011419...	(188.91)	(188.91)	0.00	0.00	0.00	0.00
MacQuireAM	Anne M MacGuire MD, PC	2/26/2019	LARLAT/022...	650.00	0.00	650.00	0.00	0.00	0.00
		2/28/2019	CB875185CE	45.60	45.60	0.00	0.00	0.00	0.00
MILLER-E MountainSt	ERROL MILLER Mountain States Lithographing Co.	5/20/2019	MILLER010719	(20.40)	(20.40)	0.00	0.00	0.00	0.00
		2/21/2019	190340	203.16	0.00	203.16	0.00	0.00	0.00
NatCobenTr	Natrona County Benefit Trust	2/28/2019	NATCTYEMP...	14,169.00	14,169.00	0.00	0.00	0.00	0.00
		2/28/2019	NCBT/02281...	2,725.00	2,725.00	0.00	0.00	0.00	0.00
NATRONA-T	NATRONA COUNTY TREASURER	2/26/2019	NCTREASUR...	144.51	0.00	144.51	0.00	0.00	0.00

Community Action Partnership of Natrona County
Aged Payables by Invoice Date - Outstanding Payables
Aging Date - 2/28/2019
From 7/1/2015 Through 2/28/2019

Vendor ID	Vendor Name	Invoice Date	Invoice Number	Total	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due
Outpatient Rad-B	Outpatient Radiology	2/1/2019	ORAD42033/...	31.63	0.00	31.63	0.00	0.00	0.00
		2/1/2019	ORAD42033/...	31.63	0.00	31.63	0.00	0.00	0.00
		2/1/2019	ORAD49256/...	236.34	0.00	236.34	0.00	0.00	0.00
		2/1/2019	ORAD50313/...	33.79	0.00	33.79	0.00	0.00	0.00
		2/1/2019	ORAQD4851...	73.71	0.00	73.71	0.00	0.00	0.00
		2/28/2019	ORAD48464/...	31.99	31.99	0.00	0.00	0.00	0.00
		2/1/2019	39980	200.00	0.00	200.00	0.00	0.00	0.00
Patty Kake	Patty Kake Inc./Med Data Services	2/21/2019	926728/HCH	18.65	0.00	18.65	0.00	0.00	0.00
PettyCash	Petty Cash-Debbie Foreman	2/8/2019	PHIPPS/0208...	300.00	0.00	300.00	0.00	0.00	0.00
PhippsJohn	John Phipps - Rentals	2/27/2019	3308251894	112.38	0.00	112.38	0.00	0.00	0.00
PITNEYBOW...	PITNEY BOWES GLOBAL FINANCIAL SERVICES	2/20/2019	N2399	72.50	0.00	72.50	0.00	0.00	0.00
PowderRiver	Powder River Shredders, LLC	2/11/2019	2112019	3,000.00	0.00	3,000.00	0.00	0.00	0.00
PRIORITY	PRIORITY DENTAL	2/24/2019	022819HCH	123.99	0.00	123.99	0.00	0.00	0.00
PurchPower	Purchase Power Rocky/MntPw Power	11/2/2018	RMP/110218...	172.00	0.00	0.00	0.00	0.00	172.00
SelfHelpCnt	Self Help Center	2/25/2019	RMP/022519...	192.97	0.00	192.97	0.00	0.00	0.00
		2/11/2019	123SELHEL...	2,927.33	0.00	2,927.33	0.00	0.00	0.00
		2/11/2019	SELHELP/0...	2,927.33	0.00	2,927.33	0.00	0.00	0.00
SNPROP	SN PROPERTIES FUNDING V ASPEN LLC/ ASPEN MOBILE HOME PARK	2/15/2019	ASPEMPARK/...	550.00	0.00	550.00	0.00	0.00	0.00
		2/15/2019	aspenfr/021...	550.00	0.00	550.00	0.00	0.00	0.00
		2/20/2019	SNPOROP/02...	295.00	0.00	295.00	0.00	0.00	0.00
		2/21/2019	SNPROP/020...	700.00	0.00	700.00	0.00	0.00	0.00
ST MARY	ST MARY	2/18/2019	STMARY/021...	700.00	0.00	700.00	0.00	0.00	0.00
StaplesCre	Staples Credit Plan	6/1/2018	2067375861	41.94	0.00	0.00	0.00	0.00	41.94

Community Action Partnership of Natrona County
 Aged Payables by Invoice Date - Outstanding Payables
 Aging Date - 2/28/2019
 From 7/1/2015 Through 2/28/2019

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SulzmanClea...	SULZMAN CLEANING COMPANY	7/12/2018	17104	64.28	0.00	0.00	0.00	0.00	64.28
		1/2/2019	66278912171	24.50	0.00	0.00	24.50	0.00	0.00
		1/28/2019	STAPLES/PIT	9.98	0.00	0.00	9.98	0.00	0.00
		2/28/2019	1653499/HCH	229.98	229.98	0.00	0.00	0.00	0.00
		7/16/2028	31992	(39.89)	(39.89)	0.00	0.00	0.00	0.00
		2/28/2019	FEB222123	660.00	660.00	0.00	0.00	0.00	0.00
TeamNetwor VALLEY/PHE...	Team Networks HIGHLAND PROPERTY/PHEA... RIDGE APTS	4/10/2019	87647	(1,500.00)	(1,500.00)	0.00	0.00	0.00	0.00
		5/1/2019	HIGHLAN/05...	(360.00)	(360.00)	0.00	0.00	0.00	0.00
VITAL-CO	VITAL RECORDS CERTIFICATION	2/25/2019	VITALR-D/AS...	20.00	0.00	20.00	0.00	0.00	0.00
VitalRecord	Vital Records Services	2/1/2019	VITAL/TUMA	20.00	0.00	20.00	0.00	0.00	0.00
WyomNatLLC	Wyoming National LLC	1/2/2018	GRIMSHAW/...	682.00	0.00	0.00	0.00	0.00	682.00
WYOREALEST	WYOMING FINANCIAL PROPERTIES, INC.	3/1/2019	ASC3521812...	(4,555.07)	(4,555.07)	0.00	0.00	0.00	0.00
WyorRetiresy...	Wyoming Retirement System	2/28/2019	WYRET022819	12,433.13	12,433.13	0.00	0.00	0.00	0.00
Report Total				80,732.58	31,892.50	40,396.02	3,635.84	951.00	3,857.22

2846.55
 83,599.13
 2908.55
 -62.00
 2846.55

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - CITY 18-19 - Unposted Transactions Included In Report
From 7/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
6801 City General Fund	0.00	30,000.00	(30,000.00)	(100.00)%
Total Revenue	<u>0.00</u>	<u>30,000.00</u>	<u>(30,000.00)</u>	<u>(100.00)%</u>
Expenses				
7600 Emergency Rcnt/Mortgage	21,921.44	30,000.00	8,078.56	26.92%
Total Expenses	<u>21,921.44</u>	<u>30,000.00</u>	<u>8,078.56</u>	<u>26.93%</u>
Net Revenue Over Expenditures	<u>(21,921.44)</u>	<u>0.00</u>	<u>(21,921.44)</u>	<u>0.00%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - County Grant FY 19 - Unposted Transactions Included In Report
From 7/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>
Revenue			
6800 County General Fund	79,684.50	106,246.00	(26,561.50)
6810 County 1 Percent	41,577.00	55,436.00	(13,859.00)
Total Revenue	<u>121,261.50</u>	<u>161,682.00</u>	<u>(40,420.50)</u>
Expenses			
7010 Salaries	45,452.45	55,578.00	10,125.55
7020 Retirement	6,695.09	6,299.00	(396.09)
7021 Social Security Match	2,769.71	3,448.00	678.29
7022 Medicare Match	647.73	808.00	160.27
7023 Employee Medical Insurance	8,169.62	8,403.00	233.38
7024 Unemployment Insurance	315.20	545.00	229.80
7025 Worker's Comp	353.79	359.00	5.21
7026 Other Insurance Expense	3,872.00	0.00	(3,872.00)
7130 Staff Development	6,750.00	6,996.00	246.00
7140 Office Supplies	(43.96)	700.00	700.00
7150 Software	0.00	500.00	500.00
7240 Repair/Maintenance/Equ... Contracts	0.00	500.00	500.00
7600 Emergency Rent/Mortgage	3,072.00	37,546.00	34,474.00
7610 Emergency Utilities	78.64	0.00	(78.64)
7700 Contractual Services	0.00	40,000.00	40,000.00
Total Expenses	<u>78,132.27</u>	<u>161,682.00</u>	<u>83,505.77</u>
Net Revenue Over Expenditures	<u>43,129.23</u>	<u>0.00</u>	<u>43,085.27</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - CSBG FY 18-19 - Unposted Transactions Included In Report
 From 10/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
5101 CSBG	230,178.56	0.00	230,178.56	0.00%
Total Revenue	<u>230,178.56</u>	<u>0.00</u>	<u>230,178.56</u>	<u>0.00%</u>
Expenses				
7010 Salaries	57,201.29	195,881.00	138,679.71	70.79%
7020 Retirement	8,087.37	27,305.87	19,218.50	70.38%
7021 Social Security Match	3,278.20	12,145.18	8,866.98	73.00%
7022 Medicare Match	766.72	2,840.91	2,074.19	73.01%
7023 Employee Medical Insurance	15,611.61	53,810.03	38,198.42	70.98%
7024 Unemployment Insurance	320.87	1,954.71	1,633.84	83.58%
7025 Worker's Comp	441.75	1,783.30	1,341.55	75.22%
7026 Other Insurance Expense	1,936.00	1,950.00	14.00	0.71%
7105 Travel -- In State	454.43	1,500.00	1,045.57	69.70%
7110 Travel Expense -- Out of State	0.00	4,155.00	4,155.00	100.00%
7130 Staff Development	191.62	2,000.00	1,808.38	90.41%
7140 Office Supplies	2,874.52	8,000.00	5,125.48	64.06%
7145 Printing/Duplicating	1,813.93	2,300.00	486.07	21.13%
7146 Postage	1,004.65	1,300.00	295.35	22.71%
7155 Advertising	230.00	250.00	20.00	8.00%
7160 Dues/Licensing	1,926.00	2,500.00	574.00	22.96%
7165 Publications	0.00	2,000.00	2,000.00	100.00%
7170 Telephone	1,462.95	5,318.00	3,855.05	72.49%
7180 Internet	409.90	1,200.00	790.10	65.84%
7200 Office Rent	19,754.50	48,000.00	28,245.50	58.84%
7240 Repair/Maintenance/Equ... Contracts	6,846.79	6,200.00	(646.79)	(10.43)%
7520 Pharmacy	32.44	0.00	(32.44)	0.00%
7580 Client Transportation	3,218.97	6,717.00	3,498.03	52.07%
7590 Food Assistance	9,858.42	15,000.00	5,141.58	34.27%
7600 Emergency Rent/Mortgage	82,656.16	130,000.00	47,343.84	36.41%
7610 Emergency Utilities	6,880.61	13,000.00	6,119.39	47.07%
7620 Emergency Motel/Shelter	654.05	5,000.00	4,345.95	86.91%
7640 Self-Sufficiency	2,537.27	5,000.00	2,462.73	49.25%
7641 After School/Day Camp	428.48	0.00	(428.48)	0.00%
Total Expenses	<u>230,879.50</u>	<u>557,111.00</u>	<u>326,231.50</u>	<u>58.56%</u>
Net Revenue Over Expenditures	<u>(700.94)</u>	<u>(557,111.00)</u>	<u>556,410.06</u>	<u>(99.87)%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - RUTH ELLBOGEN 2018 - Unposted Transactions Included In Report
From 1/1/2016 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
5165 ELLBOGEN FOUNDATION	10,000.00	10,000.00	0.00	0.00%
Total Revenue	<u>10,000.00</u>	<u>10,000.00</u>	<u>0.00</u>	<u>0.00%</u>
Expenses				
7580 Client Transportation	54.96	0.00	(54.96)	0.00%
7600 Emergency Rent/Mortgage	3,566.00	0.00	(3,566.00)	0.00%
7610 Emergency Utilities	414.04	0.00	(414.04)	0.00%
Total Expenses	<u>4,035.00</u>	<u>0.00</u>	<u>(4,035.00)</u>	<u>0.00%</u>
Net Revenue Over Expenditures	<u>5,965.00</u>	<u>10,000.00</u>	<u>(4,035.00)</u>	<u>(40.35)%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - ESG 2018-2019 - Unposted Transactions Included In Report
From 7/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>
Revenue			
5190 Emergency Shelter Grant	94,844.19	148,164.07	(53,319.88)
Total Revenue	<u>94,844.19</u>	<u>148,164.07</u>	<u>(53,319.88)</u>
Expenses			
7010 Salaries	0.00	2,152.90	2,152.90
7020 Retirement	0.00	302.00	302.00
7021 Social Security Match	0.00	134.00	134.00
7022 Medicare Match	0.00	32.00	32.00
7023 Employee Medical Insurance	0.00	362.00	362.00
7025 Worker's Comp	0.00	17.10	17.10
7140 Office Supplies	478.00	1,000.00	522.00
7605 Homeless Prevention Rent	33,797.00	48,062.75	14,265.75
7606 Street Outreach	25,826.53	27,235.37	1,408.84
7607 Rapid Re-Housing Rent	19,766.00	19,766.00	0.00
7620 Emergency Motel/Shelter	3,200.57	4,312.00	1,111.43
7700 Contractual Services	12,618.66	44,787.95	32,169.29
Total Expenses	<u>95,686.76</u>	<u>148,164.07</u>	<u>52,477.31</u>
Net Revenue Over Expenditures	<u>(842.57)</u>	<u>0.00</u>	<u>(842.57)</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - HCH FY 18-19 - Unposted Transactions Included In Report
From 3/1/2018 Through 2/28/2019

		Current Period	Total Budget - Original	Total Budget Variance - Original	Percent Total Budget Remaining
Revenue					
5110	HCH Grant	1,006,139.05	1,059,539.00	951,668.64	89.81%
5111	HCH-Medicaid	3,865.30	0.00	3,865.30	0.00%
	Total Revenue	<u>1,010,004.35</u>	<u>1,059,539.00</u>	<u>955,533.94</u>	<u>90.18%</u>
Expenses					
7010	Salaries	438,713.30	483,524.00	(426,267.35)	(88.15)%
7020	Retirement	60,703.19	67,693.00	(58,852.93)	(86.94)%
7021	Social Security Match	25,731.76	29,979.00	(23,955.34)	(79.90)%
7022	Medicare Match	6,017.78	7,011.00	(5,602.58)	(79.91)%
7023	Employee Medical Insurance	101,201.88	105,021.00	(88,545.35)	(84.31)%
7024	Unemployment Insurance	4,253.73	3,958.00	(4,233.98)	(106.97)%
7025	Worker's Comp	3,428.46	4,400.00	(3,251.46)	(73.89)%
7026	Other Insurance Expense	8,076.54	5,000.00	(8,170.99)	(163.41)%
7050	Temporary Staff	18,026.25	0.00	(18,026.25)	0.00%
7105	Travel -- In State	1,157.48	2,555.00	736.24	28.81%
7110	Travel Expense -- Out of State	2,982.31	8,000.00	(984.55)	(12.30)%
7120	Meeting Expenses	0.00	0.00	(579.87)	0.00%
7130	Staff Development	2,977.90	3,000.00	(5,345.89)	(178.19)%
7140	Office Supplies	10,578.93	12,000.00	(10,199.25)	(84.99)%
7145	Printing/Duplicating	3,481.18	4,140.00	(2,298.54)	(55.52)%
7146	Postage	2,553.43	500.00	(2,457.23)	(491.44)%
7150	Software	8,287.90	23,600.00	14,277.10	60.49%
7155	Advertising	379.00	0.00	(379.00)	0.00%
7160	Dues/Licensing	2,876.25	4,000.00	(729.25)	(18.23)%
7165	Publications	0.00	0.00	(2,158.21)	0.00%
7170	Telephone	4,348.00	3,500.00	(4,544.59)	(129.84)%
7180	Internet	974.76	725.00	(1,029.54)	(142.00)%
7200	Office Rent	43,131.96	41,200.00	(41,544.59)	(100.83)%
7210	Janitorial	6,761.45	5,700.00	(6,349.23)	(111.39)%
7230	Bio-Hazard	731.00	600.00	(669.00)	(111.50)%
7240	Repair/Maintenance/Equ... Contracts	44,829.76	25,000.00	(98,252.24)	(393.00)%
7251	Office Equipment/Furniture	6,323.00	6,868.00	545.00	7.93%
7500	Mental Health-Substance Abuse	44,160.00	46,320.00	(42,000.00)	(90.67)%
7510	Lab	730.00	11,990.00	10,760.00	89.74%
7511	X-Ray	9,412.15	14,500.00	(5,423.56)	(37.40)%
7520	Pharmacy	21,199.04	20,000.00	(19,145.44)	(95.72)%
7530	Medical Supplies	12,596.55	10,000.00	(22,860.00)	(228.60)%
7540	Dental	10,705.00	15,000.00	(8,409.40)	(56.06)%
7550	Vision	13,842.24	19,000.00	(6,342.24)	(33.38)%
7560	Medical Supervision	275.00	3,000.00	2,600.00	86.66%
7570	Specialty Medical	15,950.30	12,000.00	(13,969.21)	(116.41)%
7580	Client Transportation	3,033.50	2,400.00	(1,125.00)	(46.87)%
7700	Contractual Services	77,185.00	40,000.00	(87,357.50)	(218.39)%
8000	Bookkeeping	0.00	0.00	(162.86)	0.00%
9010	Miscellaneous Costs	17,355.00	17,355.00	0.00	0.00%
9016	Bank Fees	0.00	0.00	(24.95)	0.00%
	Total Expenses	<u>1,034,970.98</u>	<u>1,059,539.00</u>	<u>(992,329.03)</u>	<u>(93.66)%</u>
	Net Revenue Over Expenditures	<u>(24,966.63)</u>	<u>0.00</u>	<u>(36,795.09)</u>	<u>0.00%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - HUD 18-19 - Unposted Transactions Included In Report
From 7/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>
Revenue			
6900 HUD/SHP	<u>64,766.00</u>	<u>64,766.00</u>	<u>0.00</u>
Total Revenue	<u>64,766.00</u>	<u>64,766.00</u>	<u>0.00</u>
Expenses			
7600 Emergency Rent/Mortgage	<u>64,766.00</u>	<u>64,766.00</u>	<u>0.00</u>
Total Expenses	<u>64,766.00</u>	<u>64,766.00</u>	<u>0.00</u>
Net Revenue Over Expenditures	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - PATH 18-19 - Unposted Transactions Included In Report
From 9/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
5116 PATH	44,293.95	0.00	44,293.95	0.00%
Total Revenue	<u>44,293.95</u>	<u>0.00</u>	<u>44,293.95</u>	<u>0.00%</u>
Expenses				
7010 Salaries	23,832.52	53,527.00	29,694.48	55.47%
7020 Retirement	3,372.19	6,444.00	3,071.81	47.66%
7021 Social Security Match	1,403.45	2,866.00	1,462.55	51.03%
7022 Medicare Match	328.20	670.00	341.80	51.01%
7023 Employee Medical Insurance	5,411.25	3,786.00	(1,625.25)	(42.92)%
7024 Unemployment Insurance	116.45	528.00	411.55	77.94%
7025 Worker's Comp	184.21	421.00	236.79	56.24%
7026 Other Insurance Expense	700.00	700.00	0.00	0.00%
7105 Travel -- In State	618.64	1,221.00	602.36	49.33%
7110 Travel Expense -- Out of State	0.00	761.00	761.00	100.00%
7130 Staff Development	268.00	500.00	232.00	46.40%
7140 Office Supplies	200.00	400.00	200.00	50.00%
7146 Postage	33.33	0.00	(33.33)	0.00%
7170 Telephone	0.00	400.00	400.00	100.00%
7200 Office Rent	1,883.35	4,520.00	2,636.65	58.33%
7600 Emergency Rent/Mortgage	14,110.00	33,256.00	19,146.00	57.57%
9010 Miscellaneous Costs	0.00	7,000.00	7,000.00	100.00%
Total Expenses	<u>52,461.59</u>	<u>117,000.00</u>	<u>64,538.41</u>	<u>55.16%</u>
Net Revenue Over Expenditures	<u>(8,167.64)</u>	<u>(117,000.00)</u>	<u>108,832.36</u>	<u>(93.01)%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - RSVP 18-19 - Unposted Transactions Included In Report
From 7/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
6545 National Health Service Corp	53,095.26	98,032.00	(44,936.74)	(45.83)%
Total Revenue	<u>53,095.26</u>	<u>98,032.00</u>	<u>(44,936.74)</u>	<u>(45.84)%</u>
Expenses				
7010 Salaries	31,750.00	46,110.00	14,360.00	31.14%
7020 Retirement	4,475.98	6,594.00	2,118.02	32.12%
7021 Social Security Match	1,968.50	2,859.00	890.50	31.14%
7022 Medicare Match	460.39	668.00	207.61	31.07%
7024 Unemployment Insurance	164.54	0.00	(164.54)	0.00%
7025 Worker's Comp	246.84	0.00	(246.84)	0.00%
7026 Other Insurance Expense	367.00	300.00	(67.00)	(22.33)%
7105 Travel -- In State	512.02	1,681.00	1,168.98	69.54%
7110 Travel Expense -- Out of State	832.53	2,085.00	1,252.47	60.07%
7140 Office Supplies	595.14	1,200.00	604.86	50.40%
7146 Postage	328.85	0.00	(328.85)	0.00%
7160 Dues/Licensing	260.00	0.00	(260.00)	0.00%
7166 Marketing	90.00	0.00	(90.00)	0.00%
7580 Client Transportation	10,955.64	29,535.00	18,579.36	62.90%
7660 Volunteer Recognition Expenses	0.00	6,500.00	6,500.00	100.00%
9011 Meals	87.83	500.00	412.17	82.43%
Total Expenses	<u>53,095.26</u>	<u>98,032.00</u>	<u>44,936.74</u>	<u>45.84%</u>
Net Revenue Over Expenditures	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00%</u>

Community Action Partnership of Natrona County
Statement of Revenues and Expenditures - TANF FY 18-19 - Unposted Transactions Included In Report
From 10/1/2018 Through 2/28/2019

	<u>Current Period</u>	<u>Total Budget - Original</u>	<u>Total Budget Variance - Original</u>	<u>Percent Total Budget Remaining</u>
Revenue				
5109	17,442.65	95,000.00	(77,557.35)	(81.63)%
	<u>17,442.65</u>	<u>95,000.00</u>	<u>(77,557.35)</u>	<u>(81.64)%</u>
Expenses				
7010	9,251.05	19,800.00	10,548.95	53.27%
7020	1,268.45	2,761.00	1,492.55	54.05%
7021	571.80	1,228.00	656.20	53.43%
7022	133.73	287.00	153.27	53.40%
7023	377.50	8,327.00	7,949.50	95.46%
7024	62.75	256.00	193.25	75.48%
7025	71.30	181.00	109.70	60.60%
7105	69.99	0.00	(69.99)	0.00%
7140	200.00	400.00	200.00	50.00%
7200	1,137.50	2,730.00	1,592.50	58.33%
7590	1,250.00	0.00	(1,250.00)	0.00%
7640	350.00	0.00	(350.00)	0.00%
7644	0.00	533.00	533.00	100.00%
7645	685.00	7,936.00	7,251.00	91.36%
7646	0.00	2,486.00	2,486.00	100.00%
7700	9,190.02	45,000.00	35,809.98	79.57%
9005	0.00	3,075.00	3,075.00	100.00%
	<u>24,619.09</u>	<u>95,000.00</u>	<u>70,380.91</u>	<u>74.09%</u>
Net Revenue Over Expenditures	<u>(7,176.44)</u>	<u>0.00</u>	<u>(7,176.44)</u>	<u>0.00%</u>

2019 HHS Poverty Guidelines

# Fam Mem	100% Pov	SFS	110% Pov	SFS	125% Pov	SFS	150% Pov	SFS	175% Pov	SFS	200% Pov	SFS
1	\$12,490	\$5	\$13,739	20%	\$15,613	40%	\$18,735	60%	\$21,858	80%	\$24,980	100%
2	\$16,910	\$5	\$18,601	20%	\$21,138	40%	\$25,365	60%	\$29,593	80%	\$33,820	100%
3	\$21,330	\$5	\$23,463	20%	\$26,663	40%	\$31,995	60%	\$37,328	80%	\$42,660	100%
4	\$25,750	\$5	\$28,325	20%	\$32,188	40%	\$38,625	60%	\$45,063	80%	\$51,500	100%
5	\$30,170	\$5	\$33,187	20%	\$37,713	40%	\$45,255	60%	\$52,798	80%	\$60,340	100%
6	\$34,590	\$5	\$38,049	20%	\$43,238	40%	\$51,885	60%	\$60,533	80%	\$69,180	100%
7	\$39,010	\$5	\$42,911	20%	\$48,763	40%	\$58,515	60%	\$68,268	80%	\$78,020	100%
8	\$43,430	\$5	\$47,773	20%	\$54,288	40%	\$65,145	60%	\$76,003	80%	\$86,860	100%
9	\$47,850	\$5	\$52,635	20%	\$59,812.50	40%	\$71,775	60%	\$83,737.50	80%	\$95,700	100%
10	\$52,270	\$5	\$57,497	20%	\$65,338	40%	\$78,405	60%	\$91,473	80%	\$104,540	100%
11	\$56,690	\$5	\$62,359	20%	\$70,862.50	40%	\$85,035	60%	\$99,207.50	80%	\$113,380	100%
12	\$61,110	\$5	\$67,221	20%	\$76,388	40%	\$91,665	60%	\$106,943	80%	\$122,220	100%
13	\$65,530	\$5	\$72,083	20%	\$81,912.50	40%	\$98,295	60%	\$114,677.50	80%	\$131,060	100%

2019 Ability to Pay

Income From	Income To	1	2	3	4	5	6	7	8	9	10	11	12
0	12490	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
110016	12491	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
13740	15613	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
125016	15614	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
16911	18601	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
18602	18735	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
150016	18736	60%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
21139	21330	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
21331	21858	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
150016	21859	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
23464	24980	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
200016	24981	100%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
25366	25750	100%	60%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
25751	26663	100%	60%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
26664	28325	100%	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
28326	29593	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
28594	30170	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
30171	31995	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
31996	32188	100%	80%	60%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
32189	33187	100%	80%	60%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
33188	33820	100%	80%	60%	40%	\$20	\$5	\$5	\$5	\$5	\$5	\$5	\$5
33821	34590	100%	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
34591	37328	100%	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
37329	37713	100%	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
37714	38049	100%	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
38050	38625	100%	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
38626	39010	100%	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
39011	39180	100%	100%	80%	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
39181	42660	100%	100%	80%	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
42661	42911	100%	100%	80%	60%	40%	\$5	\$5	\$5	\$5	\$5	\$5	\$5
42912	43238	100%	100%	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5
43239	43430	100%	100%	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5
43431	45063	100%	100%	100%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5
45064	45255	100%	100%	100%	80%	40%	20%	\$5	\$5	\$5	\$5	\$5	\$5
45256	47773	100%	100%	100%	80%	60%	40%	20%	\$5	\$5	\$5	\$5	\$5

2019 Ability to Pay

47774	47850	100%	100%	100%	100%	80%	60%	40%	20%	20%	\$5	\$5	\$5	\$5
47851	48763	100%	100%	100%	100%	80%	60%	40%	20%	20%	\$5	\$5	\$5	\$5
48764	51500	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5	\$5	\$5
51501	51885	100%	100%	100%	100%	100%	60%	40%	40%	20%	\$5	\$5	\$5	\$5
51886	52270	100%	100%	100%	100%	100%	60%	60%	40%	20%	\$5	\$5	\$5	\$5
52271	52635	100%	100%	100%	100%	100%	60%	60%	40%	20%	\$5	\$5	\$5	\$5
52636	52798	100%	100%	100%	100%	100%	60%	60%	40%	20%	\$5	\$5	\$5	\$5
52799	54288	100%	100%	100%	100%	100%	80%	60%	40%	20%	20%	\$5	\$5	\$5
54289	56690	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5	\$5
56691	57497	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5	\$5
57498	58513	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5	\$5
58514	59813	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5	\$5
59814	60340	100%	100%	100%	100%	100%	80%	60%	60%	40%	40%	20%	\$5	\$5
60341	60533	100%	100%	100%	100%	100%	80%	60%	60%	40%	40%	20%	\$5	\$5
60534	61110	100%	100%	100%	100%	100%	100%	60%	60%	40%	40%	20%	\$5	\$5
61111	62359	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5
62360	65145	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5
65146	65338	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	20%	\$5	\$5
65339	35530	100%	100%	100%	100%	100%	100%	80%	60%	60%	40%	20%	\$5	\$5
65531	67221	100%	100%	100%	100%	100%	100%	80%	60%	60%	40%	20%	\$5	\$5
67222	68268	100%	100%	100%	100%	100%	100%	80%	60%	60%	40%	20%	\$5	\$5
68269	69180	100%	100%	100%	100%	100%	100%	80%	60%	60%	40%	20%	\$5	\$5
69181	70863	100%	100%	100%	100%	100%	100%	80%	80%	60%	40%	40%	20%	\$5
70864	71775	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%	20%
71776	72083	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%	20%
72084	76003	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%	20%
76004	76388	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%	20%
76389	78020	100%	100%	100%	100%	100%	100%	100%	80%	80%	60%	40%	40%	20%
78021	78405	100%	100%	100%	100%	100%	100%	100%	80%	80%	60%	40%	40%	40%
78406	81913	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%
81914	83738	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%
83739	85035	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%
85036	86860	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%	40%
86861	91473	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%
91474	91665	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%
91666	95700	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	40%	40%

2019 Ability to Pay

95701	98295	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	60%
98296	99208	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%	60%
99209	104540	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	80%	60%
104541	106943	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%
106944	113380	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	60%
113381	114678	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	80%
114679	122220	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%
122221	131060	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%
131061	135480	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Created and Submitted for Review by Cyndi Miller 2/5/19

Reviewed by Theresa Bush 2/5/2019

Staff CQI Committee

2/14/19

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Cyndi Miller, Biller
Kat Brooker, Front Desk Reception,
Shannon Poste, Medical Assistant

Marilyn Dymond Wagner, Executive Director
Janice Laird, Finance Coordinator
Alex Brown, Medical Assistant
Eric Hodges, Medical Office Assist

Absent: Jackie Navarro, Front Desk/Special Projects
Heidi Donaldson, Pharmacy Technician

Rosie Cardenas, Case Manager

Risk Management

1. Meeting was called to order by Jennifer Helmer. Minutes from 1/17/19 approved as written.
2. Annual Board Report – Jennifer has prepared to present at Board Meeting.
3. Risk Management Plan/Policy will be included in the Board Meeting Packet.
4. Risk Management Schedule of Review: Topics for monthly review handout provided.
 - a. Relias will be utilized for all training needs. Theresa is currently training as the administrator for Relias; she will sign-up all staff and then assign tasks.
 - b. Formal Grievance Policy will be adapted for HCH using the CAP policy already in place.
5. Goal- Reduce risk to the clinic by monitoring movement of protected health information.
 - a. HIPAA moment provided by Eric regarding two ways to end up with a HIPAA fine: 1) Using smartphone for business 2) Smartphone or Tablet lost or stolen
6. Goal – Reduce risk to patients and clinic by monitoring incidents an near-misses
 - a. Create Incident Report Log
 - b. One incident this month: Patient seen 1/23/19 had requested refill of meds on 1/22/19 which was prepared and patient collected on 1/23/19. However, at the 1/23/19 appointment, the medication dosage was changed by the provider and a new RX sent to the Dispensary. The new RX was not filled because the Pharmacy Tech had just filled on 1/22/19. This incident highlights the need for the Dispensary to be revamped and relocated so that medications are handled only by the Dispensary staff.
7. Develop a process for timely review of labs and records – will discuss with medical staff on 1/24/19
 - a. Medical assistants review orders weekly
 - b. Scanning personnel need to verify whether results already exist in EHR to reduce duplicates
 - c. A Lab Interface is needed so that the result data will directly upload to EHR to reduce errors from data entry.
8. Discuss health center area of highest risk for patient safety
 - a. Currently the Dispensary is identified to be one of the greatest safety risks
 - i. A proposal to move the Dispensary to a new location was submitted to Casper Housing Authority and they presented to the City of Casper.
 - ii. Theresa is working on a grant submission for \$4166.66 that has been offered by George B. Storer Foundation; the foundation reached out to HCH as a target of where they could give some of their discretionary grant funding.



iii. Once the City Engineer has given approval for the proposal, the next step is to get contract bids.

CQI

1. Annual Board Report – Jennifer has prepared to present at Board Meeting
2. Goals for 2019
 - a. Continuing to work on Walk-in Clinic
 - b. Cervical Cancer Screening Process will be a main focus for 2019. Our UDS report for 2018 was down.
 - c. Colorectal Cancer Screening will continue as is; focus during 2018 proved to be beneficial with the FIT test helping increase UDS by 30%
 - d. Childhood Prevention Screening should be a score of 100% since our population of children is extremely small.
3. Dispensary and Therapeutics Quality Improvement Committee –
 - a. 340B recertification is due 2/28/19. As soon as change of Authorizing Official is done, the recertification can be completed.
 - b. Plan to do audit of Dispensary in Spring 2019; Jaime Hornecker is working on that.
 - c. No meeting in February due to pharmacy staff scheduling conflict.

UDS - Quality Indicator Review handout provided showing percentages from 2015-2018. Jennifer commented on several of the indicators; overall 2018 UDS was improvement over previous years.

Next Meeting: March 13, 2019 12:30pm

Meeting adjourned.

Minutes submitted by: Cyndi Miller



Staff CQI Committee

1/17/19

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Rosie Cardenas, Case Manager
Heidi Donaldson, Pharmacy Technician
Kat Brooker, Front Desk Reception,

Marilyn Dymond Wagner, Executive Director
Janice Laird, Finance Coordinator
Alex Brown, Medical Assistant
Eric Hodges, Medical Office Assist
Shannon Poste, Medical Assistant

Absent: Cyndi Miller, Biller Jackie Navarro, Front Desk/Special Projects

Risk Management

1. Meeting was called to order by Jennifer Helmer. Minutes from 12/27/18 approved as written.
2. Reduce preventable diseases through increased cancer screening
 - a. Cervical Cancer Screening Program
 - i. Well Woman Day – monthly third Thursday. Spoke about reconfiguring WWE schedule by filling slots and overbooking to insure a good turnout
 - ii. Rosie will be in charge of having Breast & Cervical Cancer Benefit Program application completed. This will be for new and established patients, ages 21-50 who qualify.
 - iii. There is some funding through the Health Department that can be used for gift packs, gift certificates for massage, or gift cards/
 - iv. Will put posters in women's restroom, take some flyers/applications to Mission
 - v. Tracking will be in place to follow progress of applications, WWEs, etc.
3. Goal – Reduce risk to the clinic by monitoring movement of protected health information
 - a. HIPAA policy update – HIPAA One will complete this year's risk analysis; all staff responsible for compliance
4. Goal – Reduce risk to patients and clinic by monitoring incidents and near-misses
 - a. One incident this month: discrepancy in one patient's medications.
 - b. No other incidents to report
5. Develop a process for timely review of labs and records
 - a. Will discuss with medical staff on 1/24/19
 - b. Medical assistants review orders weekly: Shannon = A-M; Alex = N-Z
6. Discuss health center area of highest risk for patient safety
 - a. Currently the Dispensary is identified to be one of the greatest safety risks.
 - i. A proposal to move the Dispensary to a new location must be submitted to Casper Housing Authority and they will present to the City of Casper.
 - ii. Have some funding in reserve which will be used for new fridge and scanner for the dispensary; awaiting 3 bids. Natalie is preparing report explaining the insulin lost due to faulty fridge door and replacement by pharmaceutical companies.



CQI

1. Goals for 2019
 - a. Continuing to work on Walk-in Clinic
 - b. Cervical Cancer Screening Process will be a main focus for 2019.
 - c. Childhood prevention screening was missing components of education last year.
2. Dispensary and Therapeutics Quality Improvement Committee –
 - a. As discussed in Risk Management
 - b. See minutes from 11/8/18

UDS

1. HRSA now requires that ALL data be obtained directly from EHR, however, a few measures will still require hand counting as our system does not calculate these correctly.
 - a. We have one pregnant woman that must be tracked all year for the UDS reporting; Alex will communicate with Barb at UWFP who services our pre-natal patients.

Next Meeting: Feb 14, 2019

Meeting adjourned.

Minutes submitted by: Kat Brooker



Staff CQI Committee

12/27/18

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Rosie Cardenas, Case Manager
Kat Brooker, Front Desk Reception,
Shannon Poste, Medical Assistant

Heidi Donaldson, Pharmacy Technician
Alex Brown, Medical Assistant
Eric Hodges, Medical Office Assist

Absent: Jackie Navarro, Front Desk/Special Projects, Cyndi Miller, Medical Office Coordinator

Review Minutes from 11/15/18

1. Meeting was called to order at 4 pm by Jennifer Helmer. Minutes from 11/15/18 approved.
2. **Risk Management**
 - a. Pharmacy: All calls for medications are to be directed to the pharmacy. This includes all calls for refills, refill status, patient assistance programs and medication questions. A new phone has been ordered for the pharmacy so that there will be two phones in the pharmacy.
 - i. Pharmacy staff are evaluating the possibility of moving the dispensary to Theresa's office and the break room. This would allow medications to be dispensed by the dispensary staff. Several small renovations would be required to allow this move: a new door lock, alarm, re-enforcement of the area where a previous window into the hallway. A half-door would serve as the dispensing counter. This change will eliminate the need for front desk staff to dispense medications.
 - ii. Also this would allow us to more closely monitor the refrigerator to make sure door is closed and the temperature is normal. There is also a proposal to purchase a new refrigerator. Some insulin was damaged last month when the door to the refrigerator was left ajar. All insulin has now been replaced.
 - b. Reduce health disparity by increasing access to care.
 - i. We will continue to monitor the effectiveness of walk-in clinics and scheduling.
 - ii. Scheduling changes including walk in clinic and early morning Mission clinic resulted in 143 MORE patients than last year!!
 - iii. 2018 total unduplicated patients 748
 - c. Goal- Reduce risk to the clinic by monitoring movement of protected health information.
 - d. Evaluate process for disclosure tracking of protected health information. Hippa training provided for disclosure of protected information and required consent to outside agencies.
 - e. Utilizing board approved HIPPA policies
 - f. Goal- Reduce risk to patients and clinic by monitoring incidents and near-misses. Jennifer provided encouragement and handout about reporting incidents and near misses, and the importance of these reports to improving patient safety.
 - g. Recent Incident reports. No new incidents to report this month.



- h. Develop a process for timely review of labs and records. Cyndi has worked hard this year to get a lab interface for all lab results. A lab interface will provide more patient safety by eliminating the need to re-enter lab results from faxes. Work is continuing on updating all the past labs.
 - i. Discuss health center area of highest risk for patient safety
- 3. CQI PDSA for laboratory tracking**
- a. Work continues on updating all past labs
 - b. Current procedure
 - i. If patient has not been seen for 1 year and Labs/procedures order is > 1 year old lab/procedure order can be cancelled by clinic staff
 - ii. If patient has been seen within 1 year from the time of the lab/procedure order, then
 - 1. MA will attempt to contact patient by phone one time and send a message to provider that patient was contacted to come in to have lab work performed
 - 2. If MA is unable to reach patient by telephone on first attempt a patient message will be recorded in the patient's chart. The MA will then contact case management to attempt to get in touch with patient
 - 3. Case Management will attempt one phone call; this will be documented as a patient message.
 - 4. If case management is unable to reach patient after 1 phone call a letter will be sent.
 - 5. Case management will cancel labs/procedure if patient does not come in 1 month after letter is sent
 - iii. This is a new process and is subject to change
 - c. A HUGE priority in 2019 is to have integrated lab interface so that labs can safely be loaded into the system for review
- 4. Dispensary and Therapeutics Quality Improvement Committee-**
- a. Meeting will be next week

Action Items

Next Meeting

Meeting adjourned.

Next meeting: to be determined

Minutes submitted by: Eric Hodges



Staff CQI Committee

11/15/18

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Rosie Cardenas, Case Manager
Shannon Poste, Medical Assistant

Cyndi Miller, Medical Office Coordinator
Heidi Donaldson, Pharmacy Technician
Alex Brown, Medical Assistant

Absent: Kat Brooker, Front Desk Reception, Eric Hodges, Medical Office Assistant, Jackie Navarro, Front Desk/Special Projects

1. Meeting was called to order at 4 pm by Jennifer Helmer. Minutes from 10/12/18 approved.
2. **Risk Management:**
 - a. **Reduce health disparity by increasing access to care:**
 - i. We continue to see increasing number of patients. Total unduplicated at end of October is 699. Patient surveys are showing that some people do want appointments, but the majority of surveys are happy with the Open Access.
 - ii. Wait time: Some patients are dissatisfied with the wait time during Open Access. One incident in particular was very stressful for the patient and the provider heard the brunt of the frustration. That patient was in a very fragile state to begin with, and had been in contact with the Case Manager who had spoken to the MA to give warning of that fragility before ever seeing the provider. There was discussion about how the Front Staff informs that patients of the wait times, the difference between Check-In time and when the provider will see them, etc. It was decided that all Staff need to be on the same page when explaining to the patients. The general feeling is that many of the patients are only listening to the time, not whether that is a check-in time or the actual time to see the provider; most patients are in some distress to begin with, so really do not hear all they are being told – or just do not remember.
 - b. **Goal: Reduce risk to the clinic by monitoring of protected health information (PHI):**
 - i. Process for disclosure tracking of PHI: Jackie is almost finished with the project to put Disclosure of PHI notes in all charts that have been recorded in the Log Notebook since at least 2012. Any time current records are disclosed, an encounter is being charted and the signed release documentation is scanned to the Disclosure folder.
 - ii. Utilization of Board Approved HIPAA Policies: Theresa shared a HIPAA moment with the staff: be careful of the use of Sticky Notes! Do not leave "laying around" if there is patient information on them. Destroy by putting in the Shred Barrel.
 - c. **Goal: Reduce risk to patients and clinic by monitoring incidents and near-misses:**
 - i. No new incidents this month.
 - ii. A new refrigerator will be purchased to offer more space so that the fridge is not overloaded with so many packages. There was discussion about the probability of moving the Dispensary to a different part of the Clinic.
 - d. **Develop a process for timely review of labs and records:** Jennifer, Cyndi, Alex, and Shannon will meet on 11/16/18 to develop this workflow.



3. CQI:

- a. Lab Tracking PDSA is in process. Of the original 684 accounts with outstanding lab orders, 556 have been cleared by printing and entering the results. The remaining accounts have been compiled into a report listing the labs still not resolved, and on 11/16/18, Jennifer, Cyndi, Alex, and Shannon will develop a plan for resolving all of these old labs.
- b. Dispensary and Therapeutic Committee: Heidi gave an update regarding last month's Insulin incident. As of 10/31/18 all insulin that had been damaged was replaced by the manufacturer/patient assistance program. There were 45 pens of Toujeo and 50 pens of Lantis that had to be discarded. Heidi also reported that there have been zero discrepancies with the 340B program since July with the audits performed. The Dispensary Formulary has been provided to WBI.

4. Other Business:

- a. Operations Update:
 - i. Since Theresa will be on vacation next week, give time sheets to Cyndi to fax to CAP.
 - ii. Next HIV Testing date is 11/28/18. Public Health will be at Wyoming Rescue Mission from 7-9am and at the Clinic 10am-12pm.
 - iii. Theresa handed out a list of Cyndi's tasks that will be performed by others during her surgery leave.
 - iv. Theresa asked that everyone watch Netflix documentary, "God Knows Where I Am." Also, all staff members must watch the video "Same Kind of Different As Me".
- b. Dental Program: Volunteers filled about 200 Dental Packets. Jennifer, Cyndi, Alex, and Shannon will meet 11/16/18 to build a Protocol to use for the screenings.
- c. Cyndi brought up the issue that it seems there is a lot of tension in the clinic that is affecting everyone. Remember that this time of year can be very stressful in itself, and with the increased business of the clinic, we all need to remember to be courteous and respectful to each other. If something is brought to your attention, don't take it personally. We are all on the same team – an excellent team of caring individuals who each dedicate our lives to serving our patients and each other!

Meeting adjourned.

Next meeting: to be determined

Minutes submitted by: Cyndi Miller



Staff CQI Committee

10/12/18

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Rosie Cardenas, Case Manager
Eric Hodges, Medical Office Assistant
Kat Brooker, Front Desk Reception

Cyndi Miller, Medical Office Coordinator
Heidi Donaldson, Pharmacy Technician
Alex Brown, Medical Assistant
Shannon Poste, Medical Assistant
Jackie Navarro, Front Desk/Special Projects

1. Meeting was called to order at 12 pm by Jennifer Helmer. Minutes from 8/18/18 and 9/18/18 approved.
2. **Risk Management:**
 - a. **Reduce health disparity by increasing access to care:**
 - i. All Walk-in Clinic/Open Access Clinic for medical office visits. There was only one person turned away during the first week, and he returned the next morning and was seen. Patients seem to be responding well; however, there were only three patient surveys turned in. Staff feedback is that it helped alleviate congestion in the lobby/front office. Provider feedback is that the first week was extremely busy and difficult to keep up; the second week was not as full or hectic
 - ii. Increased Rescue Mission clinic times has also been productive; no patients were turned away.
 - b. **Goal: Reduce risk to the clinic by monitoring of protected health information (PHI):**
 - i. Process for disclosure tracking of PHI: there is an encounter type called "Disclosure of PHI" that will be entered each time information is disclosed. Jackie is working on getting encounters entered for all records requests that have been completed for the past several years. There is also a chart folder by the same name, to which documents relating to disclosure are being scanned. The plan is to audit this process monthly.
 - ii. Utilization of Board Approved HIPAA Policies: Eric presented each staff member a copy of the Emergency Operation Plan. He stated that TEAM is working to move back-up to offsite location. Restoring the system should take no longer than a couple hours if there is an emergency that "shuts down" the clinic.
 - c. **Goal: Reduce risk to patients and clinic by monitoring incidents and near-misses:**
 - i. One incident in the last month: refrigerator door found ajar and the temperature had risen to 60degrees. This means that the insulin stored in the refrigerator was exposed to re-warming which could potentially mean it would all have to be discarded. Natalie is working to contact manufacturers to get their recommendations as to whether any of the insulin can still be used. Heidi and Shannon are attempting to find out if Patient Assistance would be able to replace any of the insulin. Patients are being informed of the risks involved in using this insulin; the risk of not using their insulin while waiting to have our stores replaced may be greater than the risk of using the re-warmed insulin.
 - ii. A new refrigerator will be purchased to offer more space so that the fridge is not overloaded with so many packages. There was also discussion about the possibility of putting the fridge in the Dispensary, moving the Dispensary so the refrigerators can be accommodated, making policy that only Dispensary staff can access the meds kept in the fridge.



3. CQI:

- a. Lab Tracking PDSA is in process. Of the original 684 accounts with outstanding lab orders, 556 have been cleared by printing and entering the results. The remaining accounts will be compiled into a report listing the labs still not resolved, and a plan will be developed for timely review of all labs going forward.
- b. Dispensary and Therapeutic Committee: Meeting next week.

4. Other Business:

- a. October 18th will be Well-Woman Day; there are 8 patients scheduled. In an effort to draw more women in for the Breast and Cervical Cancer Screening Measures, we will provide a small gift bag to each patient and serve refreshments. Alex will get the supplies for the gift bags. The next day is set for November 15th.
- b. Theresa and Rosie visited Food Bank of the Rockies. We will complete the application to be able to order from them. The cost is 19cents per pound.
- c. Dental Program: we are working to meet HRSA requirements for a Dental Program. Theresa received sample bags from Quantum. We will order those bags and be able to provide toothbrushes, floss, toothpaste, dental hygiene education materials to each patient. Shannon's nephew's school, Woods, has adopted the clinic for the month of Feb. 2019; they will assist in filling the bags. Deer Creek Dental is going to donate toothbrushes. Eric will contact other dentists in a marketing drive to ask for their assistance/donations.
- d. Jackie will contact St. Anthony's school to see if they can help with a project. We will make a list of specific needs.
- e. Flu shots for employees at the Courthouse, 10/30/18 from 7-9am.

Meeting adjourned.

Next meeting: 11/15/18 at 3:30pm

Minutes submitted by: Cyndi Miller



Staff CQI Committee

9/18/18

Present:

Theresa Bush, Operations

Jennifer Helmer, Medical Director

Rosie Cardenas, Case Manager

Absent: Eric Hodges, Medical Office Assistant, Shannon Poste, Medical Assistant

Cyndi Miller, Medical Office Coordinator

Heidi Donaldson, Pharmacy Technician

Alex Brown, Medical Assistant

1. Meeting was called to order at 3:30 pm by Jennifer Helmer.
2. **CQI:**
 - a. Lab Tracking PDSA is in process. Efforts will be re-doubled to make this project move forward with a completion date of 9/30/18.
 - b. Dispensary and Therapeutic Committee: Minutes from 8/23/18 are being presented to Board this month.
 - i. All Dispensary/medication related questions will be directed to 337-1218. Front Office Staff will no longer check if meds are ready, etc...patients will all be instructed to call the Dispensary directly. Updated signs will be displayed in every exam room and common areas in clinic.
 - ii. Dispensary Laptop needs to be configured so that Heidi can access the T-drive in order to consolidate inventory.
 - iii. Jennifer documented a Workflow to use for working on the Dispensary Formulary in Clinical Customization so Heidi can work on updating our formulary in the Allscripts Clinical module.
3. **Other Business:**
 - a. HCH received an award of \$17,000 for Quality Improvement demonstrated in the UDS Report for 2017. This is a significant increase from the 2016 award which was \$3,600. We are hopeful that 2018 will be even better with all the work we have done toward improving our clinical quality measures outcomes.
 - b. The 3-year Grant proposal will be submitted by 9/25/18.
 - c. As of 10/1/18 the clinic will go to all Walk-ins. CWRM walk-ins will be 7-9am M-Th. HCH Clinic walk-ins will be 10am-4pm M-Th. Staff lunches will be staggered so that the noon-hour will be utilized for check-in and triage as well.
 - d. Theresa, Rosie, and Cyndi will be at a CQI training event on 9/20/18. UDS training will be on 10/30/18; attendees are still being decided upon.
 - e. Eric will be back to work part-time as of 10/1/18. Cyndi will be out starting 10/15/18. Cyndi is currently training Kat and Theresa on various tasks to perform while she is out on medical leave.
 - f. October 18th will be Well-Woman Day; all well-woman exams are being scheduled to that day. In an effort to draw more women in for the Breast and Cervical Cancer Screening Measures, we would like to have some small incentive gifts to give out as well as refreshments. One day each month will be designated Well-Woman Day if this goes well.

Meeting adjourned.

Next meeting: to be determined

Minutes submitted by: Cyndi Miller



3. CQI:

- a. Lab Tracking PDSA is in process. Of the original 684 accounts with outstanding lab orders, 556 have been cleared by printing and entering the results. The remaining accounts will be compiled into a report listing the labs still not resolved, and a plan will be developed for timely review of all labs going forward.
- b. Dispensary and Therapeutic Committee: Meeting next week.

4. Other Business:

- a. October 18th will be Well-Woman Day; there are 8 patients scheduled. In an effort to draw more women in for the Breast and Cervical Cancer Screening Measures, we will provide a small gift bag to each patient and serve refreshments. Alex will get the supplies for the gift bags. The next day is set for November 15th.
- b. Theresa and Rosie visited Food Bank of the Rockies. We will complete the application to be able to order from them. The cost is 19cents per pound.
- c. Dental Program: we are working to meet HRSA requirements for a Dental Program. Theresa received sample bags from Quantum. We will order those bags and be able to provide toothbrushes, floss, toothpaste, dental hygiene education materials to each patient. Shannon's nephew's school, Woods, has adopted the clinic for the month of Feb. 2019; they will assist in filling the bags. Deer Creek Dental is going to donate toothbrushes. Eric will contact other dentists in a marketing drive to ask for their assistance/donations.
- d. Jackie will contact St. Anthony's school to see if they can help with a project. We will make a list of specific needs.
- e. Flu shots for employees at the Courthouse, 10/30/18 from 7-9am.

Meeting adjourned.

Next meeting: 11/15/18 at 3:30pm

Minutes submitted by: Cyndi Miller



Staff CQI Committee

8/10/18

Present:

Theresa Bush, Operations
Jennifer Helmer, Medical Director
Rosie Cardenas, Case Manager
Alex Brown, Medical Assistant

Cyndi Miller, Medical Office Coordinator
Shannon Poste, Medical Assistant
Kat Brooker, Front Office Temp
Absent: Eric Hodges, Medical Office Assistant

1. Meeting was called to order at 12:00 pm by Jennifer Helmer.
2. Minutes from 7/20/18 approved as written.
3. **Risk Management:**
 - a. Goal: Reduce risk to the clinic by monitoring movement of protected health information
 - i. Disclosure tracking of PHI – Any time records are requested from HCH, an encounter note will be entered in patient chart as “Disclosure of PHI” stating who the records were sent to, when they were sent, and how many pages were sent.
 - ii. Utilizing Board-Approved HIPAA policies – Theresa has not yet received confirmation of approval for all the policies submitted in May. Once confirmed, each policy will be addressed in a training for all staff.
 - b. Goal – Reduce risk to patients and clinic by monitoring incidents and near-misses
 - i. All incidents and near-misses are documented and submitted to Jennifer.
 - ii. One incident to report for this month: Pharmacy, quantity dispensed shows as #60 cymbalta, but only one bottle of #30 was actually in the bag for the patient to collect. Pharmacist noted on patient file that one month supply = 2 bottles. All staff will focus on not interrupting pharmacists while they are counting meds, leave a note instead, etc.
 - c. Develop a process for timely review of labs and records: incoming faxes are processed daily in order to enter and submit labs for review as soon as possible. Front Office staff will continue to process the incoming faxes to get them sorted/printed/or submitted electronically to appropriate medical personnel. Medical Assistants will look at faxes to find labs/procedure reports when front office staff is absent. Cyndi will train everybody on the indexing of those labs/reports.
 - d. Discuss health center area of highest risk for patient safety: winter ice in parking lot, foyer door slams forcefully – may cause injury, calibration of instruments, confidential counsel for meds, patient assistance, referrals, OSHA training.
4. **CQI:**
 - a. Lab Tracking PDSA is in process. Efforts will be re-doubled to make this project move forward with a completion date of 9/30/18.
 - b. Dispensary and Therapeutic Committee: meeting will be 8/23/18.
5. **Other Business:**
 - a. Open House: Flyers have been delivered all over town for the Open House on 8/15/18 from 11am-2pm in celebration of National Health Center Week and Healthcare for the Homeless Day. I'Scream truck will be here for free ice cream cones. Staff will wear t-shirts with our new 12th Street Clinic Logo. Theresa



**Community Action Partnership
12th Street Clinic
Healthcare for the Homeless**

- will get balloons to mark drive and have at table outside; will distribute Clinic Pamphlets and give tours. Shannon will bring flowers.
- b. OSHA Training – will have a Thursday afternoon designated to watch all the training videos and get all caught up, then will do training monthly.
 - c. Walk-ins appear to fill up very quickly – sometimes by 12:30 we have already filled up all spots. Kat will track how many people we turn away for the month.
 - d. Doors will lock at 4pm on Fridays – need to let patients know they only have until 4pm to collect meds.

Meeting adjourned.

Next meeting: 9/14/18

Minutes submitted by: Cyndi Miller



Community Action Partnership of Natrona County, 12th Street Clinic

MANUAL TITLE: QI/QA
SECTION: QUALITY MANAGEMENT PLAN
SUBJECT: RISK MANAGEMENT PROGRAM
APPLICABILITY: ALL STAFF

Manual EFFECTIVE DATE: 8/2017
NEXT REVIEW DATE: 8/2019

RISK MANAGEMENT POLICY

PURPOSE

The Risk Management Program is a systematic process of identifying, evaluating and reducing losses associated with patient, employee or visitor injuries, property loss or damages and other sources of potential legal liability.

RESPONSIBILITY

The Board of Directors is entrusted with the responsibility for the oversight of the Risk Management Program at Community Action Partnership of Natrona County/12th Street Clinic Health Care for the Homeless. This responsibility is delegated to the Executive Director(ED) and the Medical Director.

SCOPE

The Risk Management Program encompasses review of the areas of actual or potential sources of risk and/or liability involving patients, visitors, staff and property. This incident reporting system is utilized to collect and trend undesirable or adverse occurrences in all areas throughout the facilities. The Quality Improvement Committee may assist with the data collection in the Risk Management areas through Medical Staff and Clinical Staff monitoring and evaluating specific data information. To accomplish this function, the Risk Manager or the ED's designee is responsible for developing and maintaining a Risk Management Program that meets the basic operational needs of Community Action Partnership of Natrona County/12th Street Clinic Health Care for the Homeless. Among the programs required to meet that end is an insurance program for both commercial and FTCA coverage and the development of new programs designed to train staff in minimizing or eliminating risks or safety concerns on a corporate-wide basis.

The ED, appoints a designee, Risk Manager, to handle all functions and make regular reports to the Medical Director on a monthly basis, or more frequently, if necessary. The Risk Manager will review risk exposure on a regular basis and make specific recommendations to the ED when changes in the Risk Management Program are needed. An example of this would be the increase of coverage for buildings and automobiles, malpractice and general liability policies or the need for new safety or staff training programs in specific areas.

The following is an outline of insurance needs and training programs that would address areas of risk exposure. While the list is not all inclusive, it will assist in the development of a successful Risk Management Program:

1. Facility Utilization
2. Licensed Staff Credentialing/ Human Resources

Community Action Partnership of Natrona County, 12th Street Clinic

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-
3. Security/ Facility and IT
 4. Equipment Compliance and Safety
 5. Patient/Staff Safety
 6. Confidentiality/ HIPAA
 7. Incident Reporting including Worker's Compensation incidents
 8. Patient Complaint/Concerns
 9. Benefits (i.e., health insurance, disability, group life, employment practices)
 10. FTCA

TRAINING PROGRAMS

1. Safety Programs (Safety Committee: fire drills, disaster planning, workforce safety, building safety inspections, workplace violence)
2. OSHA Training Compliance (exposure to blood borne pathogens, needle sticks, hazardous waste disposal, employee injuries, ergonomic design)
3. Security Programs (employee patient safety issues)
4. Confidentiality Programs (patient and staff confidential information)
5. Provider-Patient Care Issues (i.e., patient complaints of improper medical treatment or dealing with difficult patients).

RISK MANAGEMENT STRATEGIES

In order to approach the process of Risk Management systematically, Community Action Partnership of Natrona County/12th Street Clinic Health Care for the Homeless utilizes the following four-step model for Risk Management:

- The identification of risks
- The analysis of the risk identified
- The treatment of risks
- The evaluation of risk treatment strategies

This model assists in setting priorities for Risk Management activities and ensures a comprehensive Risk Management effort.

Risk Identification:

Risk Identification is the process through which the Clinic Staff becomes aware of risks in the health care environment that constitute potential loss exposures for the Community Action Partnership of Natrona County/12th Street Clinic Health Care for the Homeless.

The staff will utilize the following information services to identify potential risks:

- Identification of trends through the incident reporting system
- Patient, visitor, staff and physician complaint reports
- Performance improvement functions
- Peer review activities
- Informal discussions with management and staff members

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Risk Analysis:

Risk Analysis is the process of determining the potential severity of the loss associated with an identified risk and the probability that such a loss will occur. These factors establish the seriousness of a risk and will guide management in the selection of an appropriate risk treatment strategy.

Risk Treatment:

Risk Treatment refers to the range of choices available to management in handling a given risk. Risk Treatment strategies include the following:

- A. Risk acceptance involves assuming the potential loss associated with a given risk and making plans to cover any financial consequence of such losses.
- B. Risk avoidance is a strategy utilized when a given risk poses a particularly serious threat that cannot be effectively reduced, and the conduct or service giving rise to the risk may perhaps be avoided.
- C. Risk reduction or minimization involves various loss control strategies aimed at limiting the potential consequences or frequency of a given risk without totally accepting or avoiding the risk. Strategies may include staff education, policy and procedure revision and other interventions aimed at controlling adverse occurrences without completely eliminating risk activities.

Any single strategy or combination of the above Risk Management strategies may be employed to best manage a given situation.

Risk Management Evaluation

The final step in the Risk Management process is risk management evaluation, whereby the effectiveness of the techniques employed to identify, analyze and treat risks are assessed and further action taken when warranted. If improvement and/or resolution of the risk is evident, additional follow-up will be done at predetermined intervals to evaluate continued improvement.

RISK MANAGEMENT PLAN ELEMENTS

The Community Action Partnership of Natrona County/12th Street Clinic Health Care for the Homeless, Risk Management Program is concerned with a variety of issues and situations that hold the potential for liability or losses for the clinic. It addresses the following categories of risk:

Patient-Related Risks

- Confidentiality and appropriate release of patient medical information
- The securing of appropriate informed patient consent for medical treatment
- Nondiscriminatory treatment of patients, regardless of race, religion, national origin or payment status

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NEXT REVIEW DATE: 8/2019

- Protections of patient valuables from loss or damage

Medical Staff-Related Risks

- Medical Staff peer review and quality/performance improvement activities
- Confidentiality and protection of the data obtained
- Medical Staff credentialing, appointment and privileging processes

Employee - Related Risks

- Maintaining a safe work environment
- Reduction of the risk of occupational illnesses and injury
- Provision for the treatment and compensation of workers who suffer on-the-job injuries and work-related illnesses
- Ensuring nondiscrimination in recruitment, hiring and promotion of employees

Other Risks

- Ensuring mechanisms to prevent and reduce the risk of losses associated with fire, flood, severe weather and utilities malfunction
- Ensuring the development and implementation of emergency preparedness plans
- Ensuring that appropriate protocols are in place for hazardous materials/waste management
- Maintaining a safe environment for patients and visitors
- Assisting Quality/Performances Improvement efforts to identify those areas which represent an opportunity to improve patient care and reduce risk

ANNUAL APPRAISAL

As part of the Risk Management Program, the scope, organization and effectiveness of Risk Management activities will be reviewed annually. Program revisions will be recommended, approved and implemented as necessary.

Risk Management and Quality Improvement Annual Board Report of 2018

1. Reduce health disparity by increasing access to care
 - a. Converted to an all walk in clinic
 - b. Set up a Remote Clinic at Wyoming Rescue Mission – 7-9am Mon-Th
 - c. This has greatly improved patient attendance we had 900 MORE visits in 2018 than in 2017 (2018 =4259; 2017=3259) with the same number of medical providers!
 - d. We saw 159 MORE patients in 2018 than in 2017 (2018=764; 2017=605)
 - e. Challenges include patient's having to return multiple times to get in to see a provider
 - f. Patient's not being guaranteed a slot and having difficulty getting off of work due
 - g. Long wait times
2. Reduce risk to clinic by monitoring movement of protected health information
 - a.
3. Reduce risk to patients and clinic by monitoring incidents and near-misses
4. Develop a process of timely review of lab and procedures
 - a. Developed a lab workflow to track labs ordered, sent and received
5. Reduce Health Center area of highest risk for patient safety- currently identified as the onsite Dispensary
 - a. Dispensary staff does not have direct access to handing out medication- leaving front office staff this responsibility
 - i. There is no communication between which medications have been completed because the front staff is not on the same computer system as the dispensary
 - ii. The dispensary staff physically has to walk to the front to discuss medications- creating physical barriers
 - iii. Front staff is not qualified to hand out medication, yet because of the dispensary location they are force to perform this task
 - iv. The refrigerator which stores medications is physically too small – medications did not fit or the refrigerator becomes overcrowded and the temperature does not stay regulated
 - v. The refrigerator is not located in a place that is readily visible to staff- this created a break in the cold chain and caused a loss of thousands of dollars of insulin

Quality Improvement

1. Colorectal Cancer Screening
 - a. Implemented project to improve colorectal cancer
 - b. 2017 12%, our 2018 SAC (Service Area Completion Grant) goal was 25% we exceeded this goal in 2018. 43% in 2018!
2. Cervical Cancer screening
 - a. Cervical Cancer Screening SAC Goal 45%

- b. 2017 31%; 2018 28%
- c. We would like to increase this to 40% in 2019
- d. We plan to continue to host monthly well woman visit days
 - i. Apply for grant from Wyoming cancer society to promote well woman visits
 - ii. Allow walk in for well woman visits only on those designated days
 - iii. Case manager will review all eligible women and have them sign up for Wyoming cancer Screening funding
 - iv. We are considering phone calls and reminder letters to help identify women who may require cervical cancer screening

CAP.HCH Proposed Indicators 2018

Indicator	Measurement Criteria Defined	2015 UDS Baseline	2016 UDS Baseline	2017 UDS Data	2018 UDS Data	SAC Goal Increase %
Medical Indicators						
Cervical Cancer Screening 6B.11 NQF 0032	All Female Patients 23-64 who received one or more Pap tests to screen cervical cancer, concurrent HPV and Pap Test for those 30 and older no longer counts.	37.1%	30.0%	31%	27%	45%
Adult Weight Screening and Follow-up 6B.13 NQF 0421	Patients age 18 years and older with (1) BMI charted During visits or prior 6 months and (2) follow-up plan documented if patient is overweight or underweight and results of the follow-up clearly documented using DX codes.	9.1%	12.8%	40%	77%	60%
Tobacco Use Assessment and Cessation Counseling 6B.14 NQF 0028	Patients age 12 and older queried about tobacco use one or more times in the 24 months prior to measurement years with follow-up on cessation and	38.6%	51.4%	83%	92%	85%

CAP, HCH Proposed Indicators 2018

	monitoring must be seen once in the reporting year.						
Asthma Pharmacological Therapy	Patients ages 5-64 diagnosed with persistent asthma who have an acceptable pharmacological treatment plan	100%	100%	91%	100%	95%	
6B.16 CMS126V5							
CAD Lipid Therapy 6B.17 No eCQM	Patients 18 years and older with a diagnosis of CAD prescribed lipid lowering therapy	92.3%	40%	85%	57%	90%	
IVD Aspirin Therapy 6B.18 NQF0068	Patients age 18 and older with a diagnosis of IVD, AMI, CABG or PTCA procedure with aspirin or other antithrombotic therapy	80.0%	40%	100%	87%	100%	
Colorectal Cancer Screening 6B.19 NQF 0034	Patients age 50-75 years of age during the measurement year with appropriate screening for colorectal cancer	4.3%	4.3%	12%	42%	35%	
HIV with Timely Follow-up	Patients who were diagnosed with timely follow-up documented in the measurement year	100%	100%	100%	0		
Depression Screening with follow-up	Patients age 12 and older who were	91.4%	87%	74%	91%	90%	

CAP, HCH Proposed Indicators 2018

<p>6B.21 NQF 0418</p>	<p>screened for depression and if positive have a follow-up plan documented.</p>					
<p>Controlled Hypertension Table 7. Section B Line i</p>	<p>Patients 18 to 85 years old with diagnosis of Hypertension and last BP reading <140/90 (with one encounter in the reporting year)</p>	<p>45.7%</p>	<p>39%</p>	<p>54%</p>	<p>32%</p>	<p>60%</p>
<p>Poor Controlled Diabetes Table 7 Section C Line i</p>	<p>Patients 18-75 years old diagnosed with Diabetes with one encounter within the reporting year with an HbA1c>9.0. This is now a negative measure as UDS is only looking at uncontrolled DM</p>	<p>38.9%</p>	<p>30%</p>	<p>44%</p>	<p>23%</p>	<p>50%</p>
<p>Cost Per Patient</p>	<p>Total Medical Care services (Table 8A.19) / Total patient served</p>	<p>\$1237.00</p>	<p>\$1549.00</p>	<p>\$</p>	<p>\$1334</p>	<p>\$770.00</p>
<p>Total unduplicated patients</p>			<p>578</p>	<p>605</p>	<p>772</p>	<p>1080</p>



FY 2017/FY 2018 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: _ Family Journey Center_____	Program/ Event: _Little Hands Program_____		
Contact Person: _Anne MacKinnon Phone Number: 307-277-1435			
Date: _3-29-19_____			
Please Select One:			
1 st Quarter__ __	2 nd Quarter_ __	3 rd Quarter__X__	4 th Quarter_____

1. Mission

Please state the agency's mission/vision:

2. Financial Information

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**

3. Program significance

- Using bullets describe the individuals who are the focus of your work and are influenced by your activities.
- What impact did the program have on the specified target population and community?
- Have there been significant trends over the past months regarding your target population?

4. Results

- Please describe the outcomes/outputs
- Please describe the method of measurement
- Please describe the performance results

5. Program Results/Impacts (use bullets)

- Explain how much (quantity) service the program delivered
- How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
- What does your analysis of the past year's data tell you about what is happening to the impacted target population?

6. Results Analysis

- How could the program have worked better?
- How will you address this?

7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.



Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office

One Cent # 15 Quarterly Report
3rd quarter of 2019 (Jan.1, 2019 – March 31, 2019)
Family Journey Center

1. The mission of the Family Journey Center is to lay a foundation for lifelong learning through exploration, artistic expression, and creativity for children and their families.
2. Financial Information: See separate 1-page summary. The Family Journey Center provides a program known as Little Hands for young children. The program operates from Sept-May each year (with holiday breaks). Free program: only income is city contract. Under the contract terms, our One Cent #15 four-year grant total was \$67,187; through March of 2018, we have spent about \$38,200 of that amount. We could only draw on grant funds slowly in the first years of the grant, because barriers (difficulties with opening in new site, reported in May 2017 quarterly report) prevented regular program presentation to our focus population. Those barriers were overcome and in Sept. 2017 we opened the program at a new site and began to expend contract funds more fully, on both staffing and supplies. After that site changed management, we went through a reorganization period early in calendar 2019, reducing funds expenditure, and started spending funds more fully in February and March 2019.
3. Program significance
 - a. Focus: Children birth-6, at-risk economically or socially and their parents, for whom the program models parenting skills. Most children are ages 2-4.
 - b. Impact: The Little Hands program has been delivered to a variety of children, and most recently (due to a successful change in scheduling), to children who attend with their parents. The Little Hands program is intended to enhance standard child care by providing children with new experiences in creativity, using art and science materials, and following their own curiosity to excite them about learning. Parents learn how they can provide similar experiences at home, and enjoy them with their children, without special supplies.
 - c. Trends: Since February 2019, we have offered the program on Saturday mornings, in order to attract parents with their children, which was one of the original goals of the program. We have advertised the program with flyers at daycare centers and locations such as Seton House that serve the target population. We have seen participation slowly grow. We plan more outreach to bring more at-risk families to the program. Thus far, parents appear delighted to be able to come with their children and see the kinds of experimentation with materials that sparks the children's imagination and curiosity. We have now built staffing that can work on weekends – clearly the best

time for working families to participate, but in the past it has been a challenge to find good staff willing to work part-time on weekends. We now feel we are building a staff and family participation that can continue the program (as we raise other funding) past the end date of the city grant. The grant has been very useful in helping us through years of growth and change since 2016 (as documented in past quarterly reports).

4. Results

- a. Outcomes: With a focus on the whole child, the program aims at outcomes in multiple domains of development important for school readiness, outlined in the Wyoming Early Learning Foundations (ELF): Approaches to Learning, Creative Arts Expression, Language Development, Literacy Knowledge and Skills, Logic and Reasoning, Mathematics Knowledge and Skills, Physical Development, Development and Skills, Social and Emotional Development.
 - b. Measurement: The emergent curriculum approach we use, nationally recognized as valuable for early childhood, provides ongoing evaluation because staff must observe and pay close attention to where children's interests are and where they are going. Evaluation is aided by:
 - i. Documentation – narrative and photographs (shared with parents and children; the children often go back to look at pictures of themselves and peers and talk about earlier activities)
 - ii. Parent surveys
 - iii. Outside evaluators: evaluators from Casper College visited the program last fall and we plan to have that happen again. They arranged for our staff to visit the College's Early Childhood Learning Center in preparation for training and discussion to ensure our program best accommodates the needs of the children we are serving. One of our staff members, an Early Childhood Education student at Casper College, does her laboratory work at the ECLC at the college. Several members of our staff were able to take a day-long training, with visits to the college's center, put on by college ECLC staff in June 2018. Another training is expected in May 2019.
 - iv. Our staff have also used an evaluation form we created, based on Wyoming's Instructional Foundations for Kindergarten, to note observations that reflect where individual children are within the range of capacities to be assessed in the Wyoming IFK, and reflected in the Early Learning Foundations outcomes that we seek. As the weekend program matures, we expect to see a more children participate consistently, and we can reintroduce use of this form for our staff, and ultimately make the information available to parents.
- c. Performance results:

Our staff recognize a range of capacities in the children. Last year we saw those advance over several months of the program, and expect to see that again at the weekend program. We have had a number of positive results; creativity and exploration when presented with materials and unstructured time to spend with interesting materials (ranging from corks to cloth, paintbrushes and newsprint rolls). We also see increased self-esteem and ability to focus on a single activity in creative work, when attending our program.

5. Program results/impacts

- a. Quantity of service delivered: an average of 12 children, plus their parents, once a week, up to highs of 16 children plus parents: we expect these numbers to grow as word of the family program gets out.
- b. Quality of service delivered: Increased child concentration on creative activities has occurred as children and families attended program each weekend.

- c. Increased impact of program when parents can join and observe children at work with materials and learn from staff, and from their own children, how to encourage curiosity, creativity and learning at home.
- 6. Results Analysis
 - a. Program works best when children experience it consistently, building upon what they've done in previous sessions. Earlier years (2017-18) showed that for children at a child-care center, program works best when children attend in similar-age groups. Parent participation brings added benefit of communication with parents about children's work, and potential for continuation of such work at home.
 - b. To address this and assess future impacts:
 - i. We hope to continue to provide our program on weekends for greater family participation, well beyond the end date of the city grant. We plan to expand our outreach to at-risk families in the community. We expect to work with other early childhood providers and Casper College to provide further training sessions in the "emergent curriculum" approach to early childhood, in May 2019 and beyond. We are heartened by the extent that this approach has begun to influence practices at child care centers in the community. The city grant has been instrumental in letting us grow and build staffing over the past four years, and we believe that base will help us continue the program in future years.
 - ii. To improve results assessment, we plan to reintroduce for the weekend program use of our evaluation forms guided by the best-practices questions suggested by the Wyoming Department of Education's Instructional Foundation for Kindergarten (IF-K) survey and the Early Learning Foundations (ELF). We will communicate the observations recorded on those forms to parents. We also expect to bring Casper College observers back to the program.

Family Journey Center - Little Hands
Statement of Operations
City of Casper 1-Cent Funding
July 1, 2018 - March 31, 2019
Quarterly

	<u>Jan - Mar 19</u>	<u>Oct - Dec 18</u>	<u>July - Sept 18</u>	<u>TOTAL</u>
Ordinary Income/Expense				
Income				
City of Casper 1-Cent Funds	2,806.50	9,974.48	3,003.88	15,784.86
Total Income	2,806.50	9,974.48	3,003.88	15,784.86
Expense				
Operations				
Books, Subscrip., Membership	0.00	32.83	0.00	32.83
Printing & Copying	0.00	13.91	0.00	13.91
Supplies	0.00	481.62	0.00	481.62
Other	0.00	18.00	0.00	18.00
Total Operations	0.00	546.36	0.00	546.36
Other Types of Expenses				
Insurance - Liability, D and O	0.00	0.00	0.00	0.00
Total Other Types of Expenses	0.00	0.00	0.00	0.00
Payroll Expenses				
Wages	2,781.09	8,532.50	2,777.50	14,091.09
Payroll Taxes	225.57	695.46	226.38	1,147.41
Total Payroll Expenses	3,006.66	9,227.96	3,003.88	15,238.50
Total Expense	3,006.66	9,774.32	3,003.88	15,784.86
Net Operating (Deficit) Surplus	-200.16	200.16	0.00	0.00
Net (Deficit) Surplus	<u>-200.16</u>	<u>200.16</u>	<u>0.00</u>	<u>0.00</u>



PO Box 2030 Casper, WY 82602-2030 307.265.3002 wyomission.org

FISHIN' FOR THE MISSION 2019

The 6th annual Fishin' for the Mission event will be hosted on June 18th and 19th by the Wyoming Rescue Mission. This fly-fishing tournament is a fundraiser to help us expand our reach to the homeless in Wyoming.

We set out to create a refuge of radical hospitality, where our guests can focus on breaking the cycle of homelessness. When individuals come to us at Wyoming Rescue Mission, they need help - encouragement, a safe place to stay, and hot meals. Ultimately, they are working on their future, their purpose, so they can stand on their own feet again.

Thank you for your interest in the 2019 Fishin' for the Mission fly-fishing tournament. We are asking local businesses to partner with us in a sponsorship or a boat purchase.

There are two sponsorship levels:

Presenting Sponsor: \$5,500

- Includes
 - 2 Guided Boats for Two Fishermen Each
 - Media Recognition Before and After Event
 - Company Logo Displayed at Event

Event Sponsor: \$3,000

- Includes
 - Guided Boat for Two Fishermen
 - Media Recognition Before and After Event



Boats can also be purchased individually (two fishermen) for \$1,500 each.

Wyoming Rescue Mission has been a part of the community since 1978. We strive to restore hope and transform lives through the love of Christ. We hope you will partner with us as we continue to serve the homeless in Wyoming.

If you are interested in being a sponsor, or registering for a boat, please fill out the attached form and return it to P.O. Box 2030 Casper, WY 82602 with your donation. You can also register online at wyomission.org.

Please let me know if you have any questions. Thank you, we are looking forward to hearing from you!

Abby Huck
Marketing and Events Manager
ahuck@wyomission.org
307-473-6931

Sponsorship Opportunities

Presenting Sponsor \$5,500

Fishin' for the
MISSION
2019



2 Guided Boats For Two Fishermen Each
Media Recognition Pre-Event And Post Event
Company Logo Displayed At Event

Event Sponsor \$3,000



**WYOMING
RESCUE
MISSION**

Guided Boat For Two Fishermen
Media Recognition Pre-Event And Post Event

GUIDE DRAW AND DINNER - JUNE 18TH
FLY FISHING TOURNAMENT - JUNE 19TH

Register for boats in addition to any sponsorship, or by themselves.

For More Information visit wyomission.org or call (307) 265-3002



Presenting Sponsor \$5,500

Enclosed Amount is \$ _____

Event Sponsor \$3,000

Contact me at (____) _____-_____ to arrange payment.

I would like ____ Boat(s) at \$1,500 ea

Credit Card Number:

Expires ____/____ CVC _____

Name on Card _____

Send to:

Wyoming Rescue Mission
PO Box 2030
Casper, WY 82602

Business Name _____

Contact _____

Telephone (____) _____-_____

Address _____



☆The Pet Gazette☆

Brought to you by: **Metro Animal Shelter**

April 2019

Fact: 1 in 3 pets will be lost in their lifetimes. Without identification, 90% won't return home.

The American Veterinary Medical Association recognizes the 3rd week this month as National Pet ID Week...we are offering pre-registered microchips for only \$10 from April 16 – 21. If you're not sure if your pet has a chip or not bring him by and we'll check for you. If you do want your pet chipped come by any time we're open and we'll take care of it for only \$10!



Bring your pet's rabies certificate with you and you can get your City license, if you need one.

April 30th is National Adopt-A-Shelter-Pet Day! "Franklin" was here about a month before he was chosen. His family has loved him nearly 6 years now; yeah Franklin!!



There are always Shelter pets here waiting for new homes. If you're not able to take one into your home, you can sponsor one! If you'd like to donate their adoption fee (\$1 - \$50), they'll be sponsored by your family – your pets at home can also sponsor Shelter pets. Let's get these guys forever homes!

Dog Bite Prevention

ANY DOG CAN BITE.

Most people can tell this dog is likely to bite:



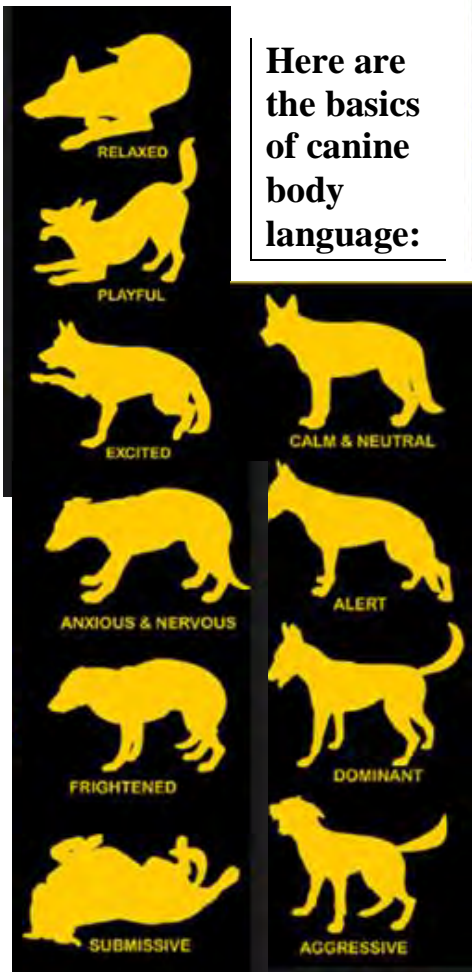
What about this dog?



Yes, he's telling you he will because he's afraid

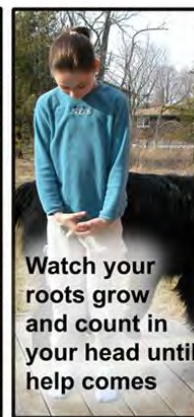
In April of 2018, there were 83 animal bites reported in Casper City limits.

Here are the basics of canine body language:



You are likely familiar with your own dog's behaviors, but when it comes to dogs you don't know – watch the dog, he's telling you if he's scared, nervous, calm, wants to play or if he wants you away from him. If you don't know much about canine behavior avoid the contact until you're better equipped to assess a threat.

As for your kids, teach them these 3 basic techniques below to help them avoid being bitten by a stray dog. Children should never run away from a stray dog, this often provokes a dog to chase. Kids rarely reach safety before being bitten or attacked; it is much safer to stand still and assume a submissive posture. Yes, this can work for adults too!

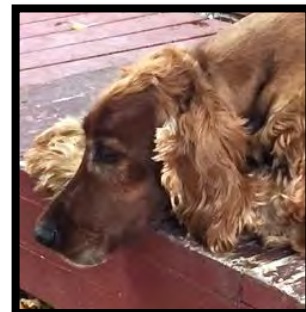


The ASPCA recognizes April as Prevention of Animal Cruelty Month. Not everyone is in a position to help animals, but everyone is in a position not to harm them.

SPEAK UP
FOR THOSE THAT CANNOT!



Be thankful for...paw prints on your floor, nose prints on your windows, dog hair on your clothes a crowded bed. There will come a day when these things will be missed.
"Danny Boy" 2004 – 2016



The Great American Rail-Trail Gateways

“There is an inherent legacy in trails. One that honors the past, enriches the present and provides a gift to the future.” – Keith Laughlin

Here's a first look at some of the iconic American landscapes that will be connected by the route. These trails are the gateways to the Great American Rail-Trail.



Washington, D.C. and Maryland

CAPITAL CRESCENT TRAIL

A start in the nation's capital offers an exciting kickoff for such an epic and patriotic undertaking. The 11-mile Capital Crescent Trail begins in Georgetown, just a couple of miles from the National Mall with such American treasures as the Lincoln Memorial and Washington Monument. Travelers roll out of the city and into Maryland largely under the cover of a pleasant tree canopy with beautiful glimpses of the Potomac River.



Better known as the C&O Canal Towpath, this pathway parallels the Capital Crescent Trail coming out of D.C., tucked between the Potomac River and the historical canal. Totalling nearly 185 miles, the trail offers a peaceful ride to Cumberland, Maryland, with hundreds of original features to see along the way, including canal locks, lock houses, aqueducts and their canal structures.

Washington, D.C. and Maryland

CHESAPEAKE & OHIO CANAL NATIONAL HISTORICAL PARK

Pennsylvania and West Virginia

PANHANDLE TRAIL

From just outside of Pittsburgh, the Panhandle Trail heads west, slipping over the border into the northern tip of West Virginia, serving as a literal gateway between the two states. Running adjacent to creeks for much of its 29 miles, the Panhandle carries walkers and bicyclists over many small bridges as it cuts through the rolling and, by turns, rocky hillside.

Beginning near the Ohio border and heading northwest, the 61-mile pathway is the longest rail-trail in the state and an adventure not to be missed with picturesque rural landscapes, fields of wildflowers, a gorgeously restored depot, several bridges and charming small towns to visit. The trail is also the most recent to join RTC's Hall of Fame as of summer 2018!

Indiana

CARDINAL GREENWAY

Ohio

OHIO TO ERIE TRAIL

While not quite stretching sea to shining sea, the Ohio to Erie Trail will connect two major waterways: the Ohio River in Cincinnati and Lake Erie in Cleveland. Cutting a diagonal across Ohio, the developing project offers more than 270 miles of trail on the ground already. The Holmes County Trail, one of many gems in the route, is a bucolic beauty known for its use by one of the largest communities of Amish in the country. *Learn more about the trail in this issue's "Trailside" feature on page 31.*

Illinois

HENNEPIN CANAL PARKWAY

Boasting more than 100 miles of trail, the Hennepin Canal Parkway parallels the early-20th-century canal along which visitors will see many of the old locks and aqueducts. From the Illinois River in the east to the Rock River (and almost the Iowa border) in the west, the pathway offers passage through the varied terrain of northwestern Illinois, including forests, grasslands, marshes and farmland.

Experience America's Heartland up close on the Cedar Valley Nature Trail through eastern Iowa. The 68-mile pathway, one of the first rail-trail conversions in the state, follows the beautiful Cedar River through agricultural fields and scenic swaths of prairie and wildflowers, while also connecting the urban centers of Waterloo, Cedar Falls and Cedar Rapids.

Iowa

CEDAR VALLEY NATURE TRAIL



Nebraska's Cowboy Trail offers an authentic Old West experience with friendly small towns and sweeping views of the High Plains and pristine prairie. At a whopping 219 miles, it's already the third longest rail-trail in the country and yet has 100 *more* miles awaiting future development. With the stunning bridge over the Niobrara River and a wildlife-rich backdrop—including roaming bison, wild turkeys, elk and prairie dogs—this is a bucket-list trail for true adventurers.

Nebraska

COWBOY RECREATION AND NATURE TRAIL

Wyoming

CASPER RAIL TRAIL

Spanning 6 miles, the Casper Rail Trail is an important connector in one of the largest cities in Wyoming. Cutting east-west across the community, the paved pathway provides access to cultural attractions such as a science center, contemporary art museum, the county library and a park honoring war veterans.



The trail connects to Missouri Headwaters State Park, where three rivers meet to form the Missouri River: the Jefferson, Madison and Gallatin. This is Big Sky country, a place where the pioneering expedition of Lewis and Clark trekked during their journey across the country. Offering nearly 12 miles of trail in and adjacent to the City of Three Forks, travelers can take in the scenery of open grasslands, distant mountains, marshlands and river valleys as they follow along portions of the old Milwaukee Road rail corridor. *Learn more about the trail in this issue's feature story on page 14.*

Montana

HEADWATERS TRAIL SYSTEM



PHOTOS: THIS PAGE, TOP, COURTESY GO CEDAR RAPIDS; BOTTOM, COURTESY RICHATY; OPPOSITE PAGE, TOP, COURTESY PLATTE RIVER TRAILS TRUST; BOTTOM, SCOTT STARK

The Trail of the Coeur d'Alenes, managed by the state of Idaho in partnership with the Coeur d'Alene Tribe, offers one breathtaking vista after another on a nearly 72-mile route across Idaho's Panhandle. The paved pathway earns its Hall of Fame Rail-Trail reputation as it crosses Lake Coeur d'Alene on the stunning Chatcolet Bridge, traverses the rolling foothills of the Palouse prairie and traces the shoreline of the Coeur d'Alene River.

Idaho

TRAIL OF THE COEUR D'ALENES

Spanning more than 200 miles across Washington, this pathway is one of the longest rail-trail conversions in the United States. Its eastern end begins at the Idaho border, about an hour south of Spokane, and from there the trail traverses rugged and pristine countryside as it makes its way to the Columbia River. West of the river, travelers will find dense forests, bridges with sweeping vistas and passage through a century-old tunnel at Snoqualmie Pass on a journey to trail's end in the Cascade foothills, just 35 miles from downtown Seattle.

Washington

PALOUSE TO CASCADES STATE PARK TRAIL

NLC NATIONAL
LEAGUE
OF CITIES

CENTER FOR CITY SOLUTIONS



**Local Tools to Address
Housing Affordability**
A STATE-BY-STATE ANALYSIS



CENTER FOR CITY SOLUTIONS

About the National League of Cities

The National League of Cities (NLC) is the nation's leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans. NLC's Center for City Solutions provides research and analysis on key topics and trends important to cities and creative solutions to improve the quality of life in communities.

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About the Report

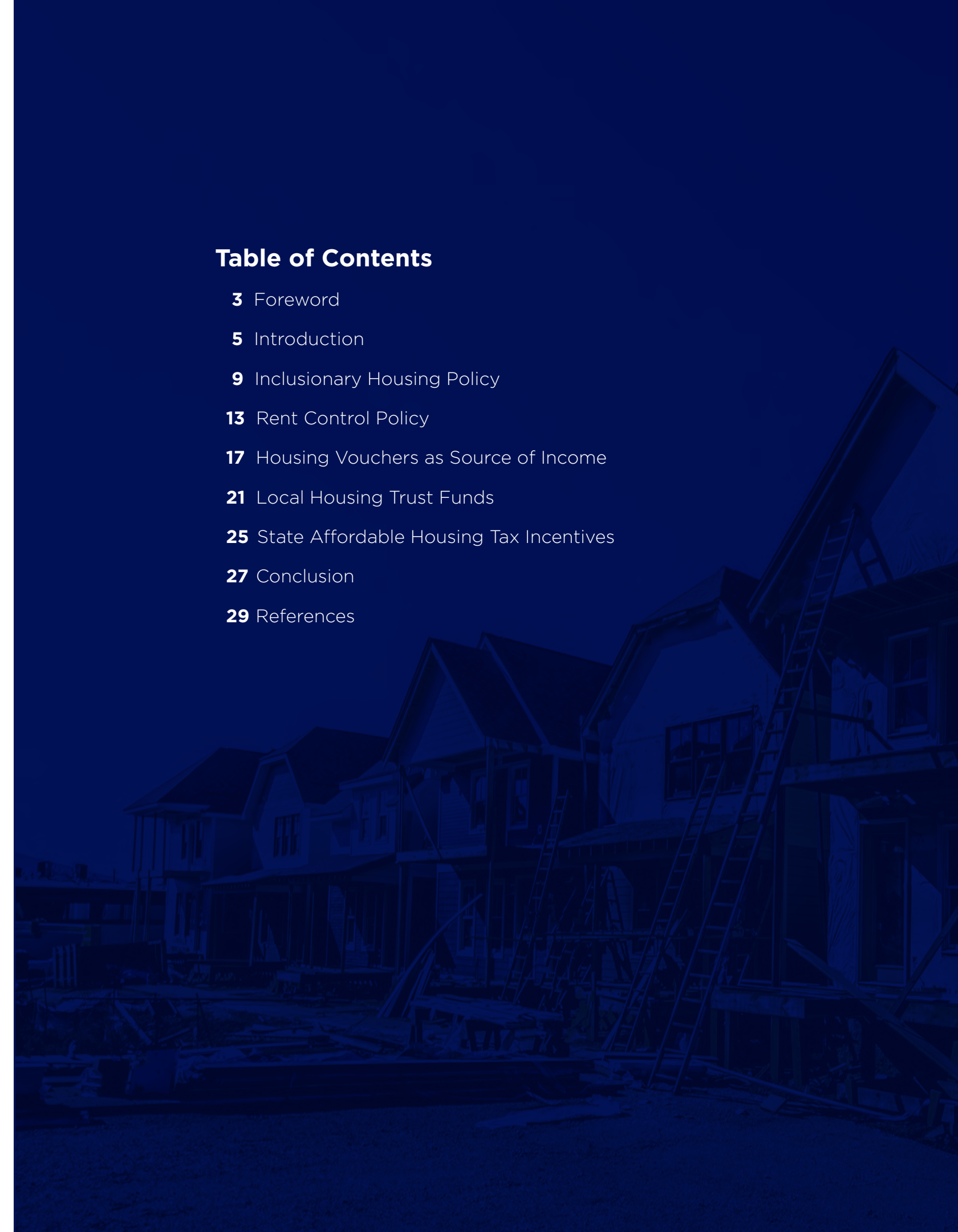
This report is the fifth project outcome of a research collaborative between NLC and the state municipal leagues. We are grateful for the guidance, data verification and housing affordability narratives they provided.

2019 ©National League of Cities

All photo credited to Getty Images, 2019.

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Foreword

There is a simple truth that connects every person in every city, town and village across America: They want a safe, affordable place to call home. A place to raise their families, enjoy meals with friends and rest their heads at night. But for too many people across the country, that vision of home is not accessible, affordable, or in many cases, available. That is why the National League of Cities (NLC) has made it a priority to support local leaders' efforts to identify and implement local housing solutions.

Local Tools to Address Housing Affordability: A State-by-State Analysis is an important part of that work. Developed and published in collaboration with the 49 state municipal leagues, the report provides an in-depth look at the interplay of state policies and local housing markets. While no two communities face the exact same set of challenges, we can see the varied impact of policies through this research.

This report complements NLC's broad focus on housing, which includes the development of resources and best practices, on-the-ground technical assistance, and advocacy

at the federal level. In late 2018, NLC further expanded its housing work through the creation of a national housing task force comprised of mayors and councilmembers from 20 states as well as two state municipal league leaders. The task force will publish recommendations to help communities respond to the growing challenges of housing availability, affordability, investment and quality in June 2019.

Local leaders are unified in their call to improve housing opportunities for all — because every person not only wants a place to call home, they deserve it. I look forward to NLC's continued partnership with the state leagues to provide in-depth research, uplift effective solutions, and build a stronger America from the ground up.



Clarence E. Anthony
CEO and Executive Director, NLC

An aerial photograph of a residential neighborhood, showing numerous houses with gabled roofs and some larger multi-story buildings. The entire image is overlaid with a semi-transparent blue filter. In the center, there are two large white quotation marks.

“

Local leaders are unified in their call to improve housing opportunities for all — because every person not only wants a place to call home, they deserve it.

Introduction

Nearly all communities in the United States struggle with housing affordability, no matter their size, level of prosperity or growth pressures. Some cities seek to provide enough housing for all incomes by preserving existing affordable housing units and creating new ones. Others focus on preventing poor housing conditions and housing displacement. Still others concentrate on helping households access and afford private-market housing or connecting housing strategies to employment, mobility and health initiatives.

Given the diverse landscape of housing affordability, cities must build and maintain the proper tools and flexibility to meet the needs of their residents. To that end, cities have implemented solutions such as inclusionary housing, rent control, fair housing and housing trust funds. They have also leveraged programs like their states' tax incentive programs to expand housing affordability and access.

This report explores how states and cities interact in each of these policy areas, and details cities' implementation authority. We collected data for each policy from existing research, state legislation and relevant court decisions. State municipal leagues then confirmed the data for their states to ensure timeliness and accuracy.

In summary, our assessment of all 50 states and the District of Columbia finds that:

- Cities in 20 states and the District of Columbia are expressly permitted or face no legal barriers to **inclusionary housing**
- Cities in 13 states and the District of Columbia are permitted, have some barriers, or have limited control to implement **rent control**
- Cities in 25 states and the District of Columbia have either state law protections or local protections for those using **housing vouchers** as a source of income
- Cities in 35 states and the District of Columbia have established **housing trust funds**

Several key factors have influenced the city-state relationship in housing policy, including Dillon's Rule vs. Home Rule status and emerging issues over local control, which are discussed below.

Dillon's Rule vs. Home Rule

The U.S. Constitution does not mention local governments. Instead, the 10th Amendment provides authority-giving powers to the states. The fact that states decide the level of power their local governments have has led to a great deal of diversity in state-local relations between and within states. States take on one of two approaches, providing either narrow (Dillon's Rule) or broad (home rule) governing authority, defined in the state constitution and/or by statute enacted by the legislature.

Cities in Dillon's Rule states do not have authority to control their local government structures or their methods of financing activities or procedures. These cities must also defer to the state to make and implement policy, unless it is expressly authorized. Cities with home rule, on the other hand, have much more autonomy. The state interferes in local

Local Housing Affordability Tools by State

This radial graphic shows city authority to implement common housing strategies*



Inclusionary Housing

Permitted or Permitted with Limitation



Rent Control

Permitted or Permitted with Limitation



Vouchers as Source of Income

State Protection or Permitted

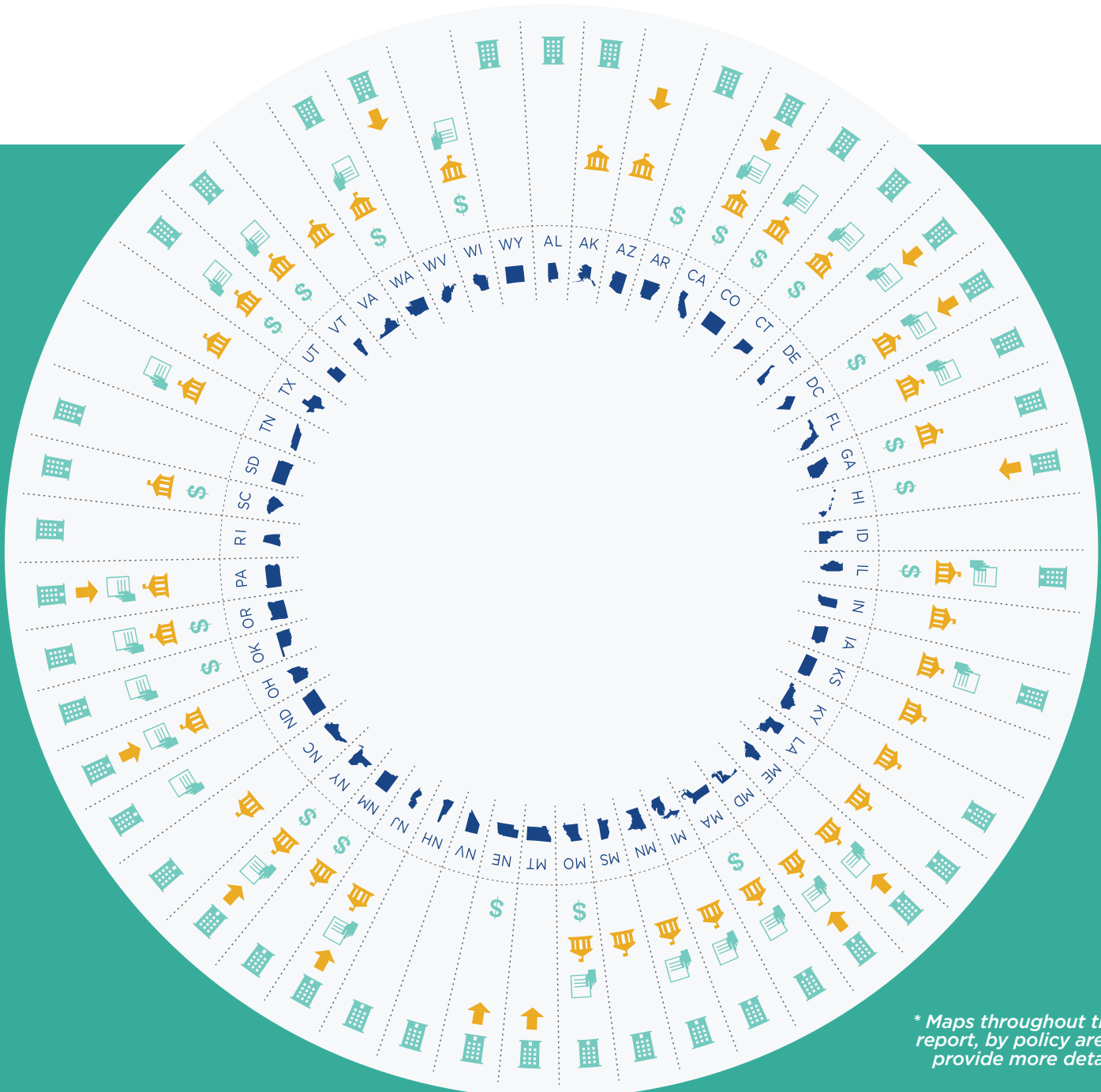


City Housing Trust Funds

Established



State Tax Incentives



* Maps throughout the report, by policy area, provide more detail.

affairs only on a limited basis. Home rule states often delegate power to cities, but that power can be limited to specific fields and subject to constant judicial interpretation.

In this report, we parse out the impact of Dillon's Rule vs. Home Rule on cities' ability to establish housing policies. For example, we identify what happens when cities face legal barriers to inclusionary housing policy due to Dillon's Rule status when no state statute exists to authorize local inclusionary housing measures.

Local Control

Greater local control is often at the heart of policies that accelerate progress, expand rights, build strong economies and promote innovation. However, there are examples, particularly in the affordable housing policy arena, in which state policy is needed to make progress for everyone.

In some cases, significant community backlash against proposals to increase the supply of affordable housing has led to a standstill on the issue. This has prompted states to limit, or preempt, cities' decision-making powers related to land use and housing. This dynamic has played out most recently in California on mandates for cities to increase density around transit stations, and currently in Washington state on accessory dwelling units.

Given the scale of the housing problem and the need to incorporate local strategies that work best for particular circumstances, some states have established a minimum set of flexible requirements for cities, also known as "floors."¹

For example, this year, cities in the state of Utah worked with the state legislature and state Commission on Housing Affordability on Senate Bill 34 (SB 34). The purpose of this bill is to increase housing options for a broad spectrum of income levels in high population growth areas and to promote regional integration of housing and transportation.² SB 34 leverages the most powerful housing affordability key that cities hold — planning, and mandates that cities include a moderate income housing component in local general plans in order to be eligible for state transportation dollars. Informed by cities across the state, the bill provides a menu of 22 options for how cities can approach the mandate in ways that allow for local flexibility. According to the Utah League of Cities and Towns, the bill ensures that policy leaders "think regionally, act locally" when addressing pressing housing needs in the state.

Another example of a floor preemption is local fair housing laws. Federal government and many state governments have established laws to protect individuals and families from housing discrimination. These laws identify a minimum set, or "floor," of protected groups defined by race, gender, disability and other characteristics. Many states also permit their cities to enact local fair housing laws to protect additional classes, such as those on public assistance.

Throughout the country, the tools available to cities to ensure a diverse mix of housing options vary. This report helps city and state leaders better understand their housing policy context in relation to others and illuminates opportunities for expanding the policy tools available for leadership to improve housing availability for all residents.



Given the diverse landscape of housing affordability, cities must build and maintain the proper tools and flexibility to meet the needs of their residents.

Inclusionary Housing Policy



Inclusionary housing policies, often referred to as “inclusionary zoning,” are programs at the state and municipal level that require or incentivize the development of affordable housing alongside market-rate units. These policies can either be voluntary or mandatory, based on the state or city. Mandatory inclusionary housing programs require developers to include affordable units in their building plans in order to obtain development rights. In voluntary programs, developers earn incentives like tax breaks and density bonuses, in exchange for including units for sale or rent below-market rate.

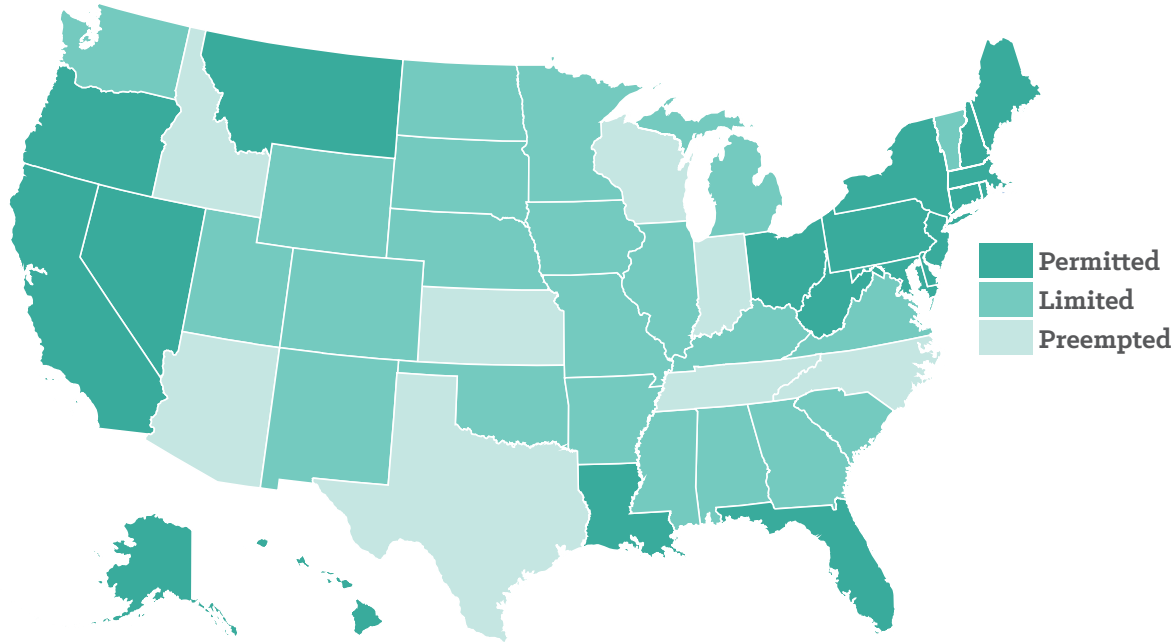
State and local governments have employed inclusionary housing policies since the 1970s, creating and expanding the availability of below-market rate units and a variety of programs in more than 800 U.S. cities.³ Evidence suggests that mandatory inclusionary zoning programs generate greater benefits, like

expanding the supply of affordable housing. Evidence also suggests that voluntary programs only work if they offer substantial subsidies to developers.⁴

Given the significance and breadth of inclusionary housing policies, we assessed city-level authority to implement these policies based on the related legal framework developed by the National Low-Income Housing Coalition and Grounded Solutions Network:

- **Permitted** (20 states and the District of Columbia): Cities in these states are either expressly permitted to create all forms of inclusionary housing policy or have home rule with no state restrictions on local inclusive housing.
- **Limited** (22 states): These states impose either limitations on city inclusionary housing policies or legal barriers to implementing

Inclusionary Housing



Source: National League of Cities

inclusionary housing policies, particularly mandatory programs.

■ **Preempted** (8 states): Cities in these states are expressly prohibited from enacting local inclusionary housing measures.⁵

Of the 20 cities in “permitted” states, 10 are explicitly permitted or mandated by legislation to adopt some form of inclusionary housing (California, Connecticut, Florida, Louisiana, Maryland, Massachusetts, Nevada, New Hampshire, Oregon, Rhode Island and the District of Columbia). In each of these cases, all forms of inclusionary housing policy are allowed at the municipal level.

In California, cities can “require, as a condition of the development of residential rental units, that the development include a certain percentage of residential rental units affordable

to, and occupied by, households with incomes that do not exceed the limits for moderate-income, lower income, very low income, or extremely low income.”⁶ This allows for cities to then choose to implement inclusionary zoning policy as they see fit. For example, Davis, CA has a straightforward mandatory zoning policy. The program requires that developers set aside between 25 and 35 percent of any new rental development and between 10 and 25 percent of owner-occupied development. The income thresholds for rental units are 80 percent and below area median income and 120 percent and below for owner occupied.⁷ They have also created two alternatives to building units: a fee in-lieu of unit creation or land dedication.

Cities in 10 of the “permitted” states face no legal barriers to inclusionary housing. These include Alaska, Delaware, Hawaii, Maine, Montana, New Jersey, New York, Ohio, Pennsylvania

and West Virginia. Cities in these states have home rule authority, which grants them the power to pass laws and govern themselves. In these states, at least one city has implemented a mandatory inclusionary housing policy.

Cities in 22 states are “limited” in their ability to create inclusionary housing policy due to legal barriers. Cities in limited states are either governed by Dillon’s Rule with no state statute expressly authorizing inclusionary housing measures, or state law prohibits rent control. In rent control cases, courts have interpreted prohibition on rent control as a de facto ban on inclusionary housing programs that require the development of affordable rental units. Mandatory inclusionary housing forces a rental price on units for developers, thus breaching the prohibition on rent control. For example, North Carolina has a state prohibition on rent control that has made it difficult for cities to enact mandatory inclusionary policies for rental housing. Three North Carolina cities have enacted mandatory programs, but all have been sued and settled before going to trial.⁸

On the other hand, there are instances in which states have a legal barrier, like rent control preemption, but make allowances to let cities circumvent the limitation in order to implement inclusionary housing under certain circumstances. For example, the state

of Minnesota prohibits cities from enacting rent control policies but allows cities to establish sales prices or rents for affordable housing for low- and moderate-income households. It also includes equity sharing to maintain the long-term affordability of the affordable units.⁹ These provisions make it possible for inclusionary housing policy but limit it to projects receiving public subsidy or a zoning change.

Eight states (Arizona, Idaho, Indiana, Kansas, Tennessee, Texas, Virginia and Wisconsin) fall into the category of “preempting” cities from enacting inclusionary housing, where at least some form of inclusionary housing is strictly prohibited for both ownership and rental housing, either by statute or by court decision. Many preempt mandatory local inclusionary housing policies but allow voluntary programs. In Indiana, the state prohibits municipalities from requiring developers to follow any requirement that would control rental or purchase prices, and they may not establish it in lieu of a fee.¹⁰ Some states permit cities to establish voluntary policies where developers can be incentivized to create more affordable housing. For example, the city of Austin, Tex., offers developers waivers, density bonuses, tax breaks and development agreements if they set aside affordable rental and ownership housing for low and moderate-income households.¹¹



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In rent control cases, courts have interpreted prohibition on rent control as a de facto ban on inclusionary housing programs that require the development of affordable rental units.

Rent Control Policy

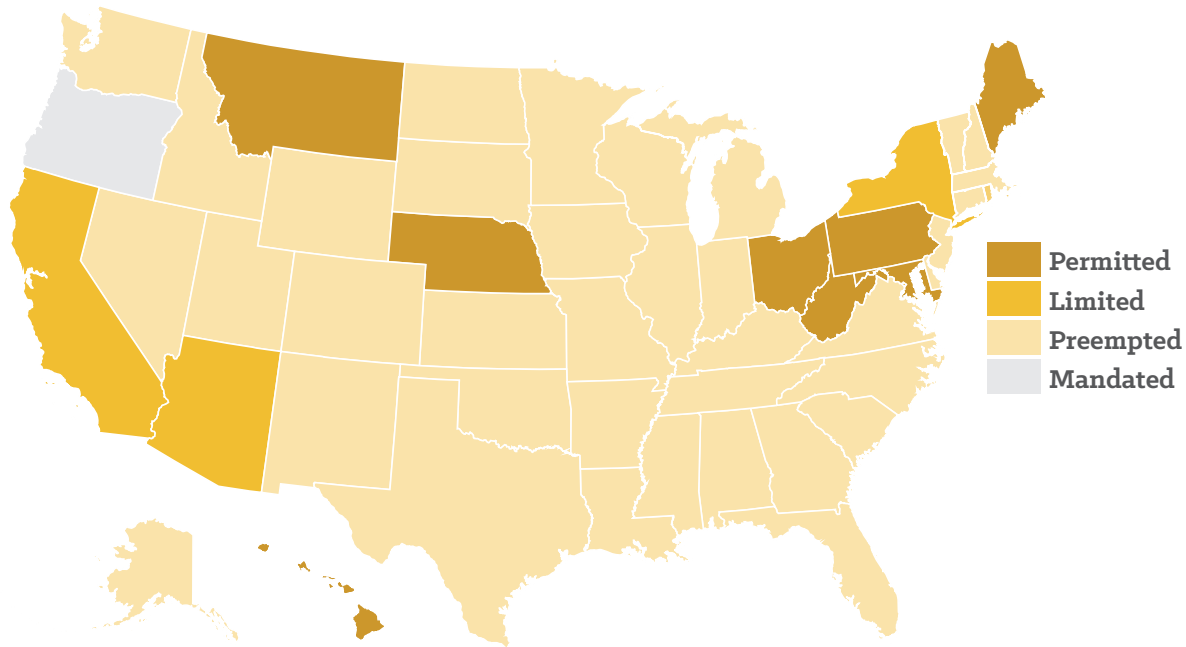


Some cities with competitive real estate markets have implemented rent control to combat rapidly increasing rent burdens. Rent control ordinances limit the amount a landlord can charge tenants. They can also regulate the frequency and timing of rent increases.

There are strong disagreements about the impact of rent control on housing affordability. Those in favor of rent control argue that this policy helps existing residents remain in their dwellings, stabilizes neighborhoods and reduces gentrification.¹² Opponents say rent control dissuades developers from

building new housing or improving existing stock.¹³ A 2018 Stanford University study discovered that rent control tends to accelerate gentrification because it incentivizes landlords to convert rental housing into higher-end condominiums and cooperatives.¹⁴ On the other hand, as reported by *The New York Times*, “The study also concluded however, that rent control lived up to its promise of reducing the displacement of lower-income tenants and older people.”¹⁵ Economists tend to view rent control as a short-term fix that has the potential to distort housing markets. They advocate instead for increased housing supply.

Rent Control



Source: National League of Cities

Nonetheless, rent control policies provide municipalities the ability to regulate increases in residential rent prices. This analysis assesses states based on the authority they grant cities to implement rent control. These include:

- **Permitted** (9 states and the District of Columbia): These cities are in states that permit local rent control with minimal restrictions, or are in home rule states with no state restrictions on local rent control policies.
- **Limited** (4 states): These cities are in states that permit local rent control with restric-

tions or specific implementation criteria, including requiring state approval, permitting rent control only for public housing, or establishing a ceiling or rate of increase for local policies.

- **Preempted** (36 states): These cities are in Dillon's Rule states with no statute expressly authorizing local rent control, or are in states that expressly prohibit local rent control.
- **Mandated** (1 state): Cities in this state must adhere to the statewide rent control laws and are preempted from passing their own rent control laws.

Local Tools to Address Housing Affordability: A State-by-State Analysis

Cities in only nine states and the District of Columbia are permitted to implement rent control with no state restrictions. In seven of these states (Montana, Nebraska, West Virginia, Ohio, Hawaii, Pennsylvania and Maine), there are simply no state-level laws limiting how local governments can create rent policy. Interestingly, even though these states allow cities to create rent control policies, no one has done so yet. The District of Columbia, Maryland and New Jersey, however, permit rent control and have cities with policies on the books. For example, in New Jersey, over 100 municipalities have rent control ordinances in varying degrees based on what they cover or how rents can be adjusted.¹⁶

Cities in four states (Arizona, Delaware, California and New York) have “limited” ability to enact rent control policy. It’s worth pointing out that Arizona and Delaware have a unique approach to rent control policy. Arizona does not allow any private residential housing unit to be subject to rent control. Cities, charter cities and towns may not impose rent control on these units in their jurisdictions. However, publicly-owned residential property, or property that is financed or insured by Arizona’s state or local governments, can be subject to a rent control law.¹⁷

In 2013, Delaware created a rent justification law that applies to manufactured homes.¹⁸ These homes, unlike traditional mobile homes, are typically built into the ground. They are owned by the dwellers, like mobile homes, the land is rented.¹⁹

California preempts cities from implementing rent control in all but 15 cities. These 15 cities

had a form of rent control before the state decided what municipalities could or could not do regarding rent control policy. Local rent control was grandfathered in, but face state restrictions about how it is applied.

New York has a centralized rent regulation framework, which includes an Office of Rent Administration, and two types of rent policy programs. The first is rent control, which generally applies to buildings constructed before 1947, and the second is a rent stabilization program that covers buildings constructed between then and 1974. New York City is administered separately from other areas within the state under these programs.²⁰

There are 36 states that preempt cities from establishing a rent control policy. Cities are either in Dillon’s rule states, like Nevada, Vermont and Rhode Island, with no state statute allowing for local rent control, or in states like Michigan, Wisconsin and Florida that expressly preempt cities from rent control policies regardless of Dillon’s or home rule status.

In February 2019, Oregon became the first state in the U.S. to enact mandatory statewide rent control.²¹ Cities in Oregon must adhere to the statewide rent control laws and are preempted from passing their own rent control laws. The law limits rental price increases to once per year and a maximum of seven percent plus the yearly change in the consumer price index. Any property built within the past 15 years is exempt from rental control. Landowners who give reduced rent from federal, state or local government subsidies or programs are also exempt. The legislation also prohibits no-cause evictions, except for the first year of tenancy.



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**There are strong disagreements
about the impact of rent control
on housing affordability.**

Housing Vouchers as Source of Income

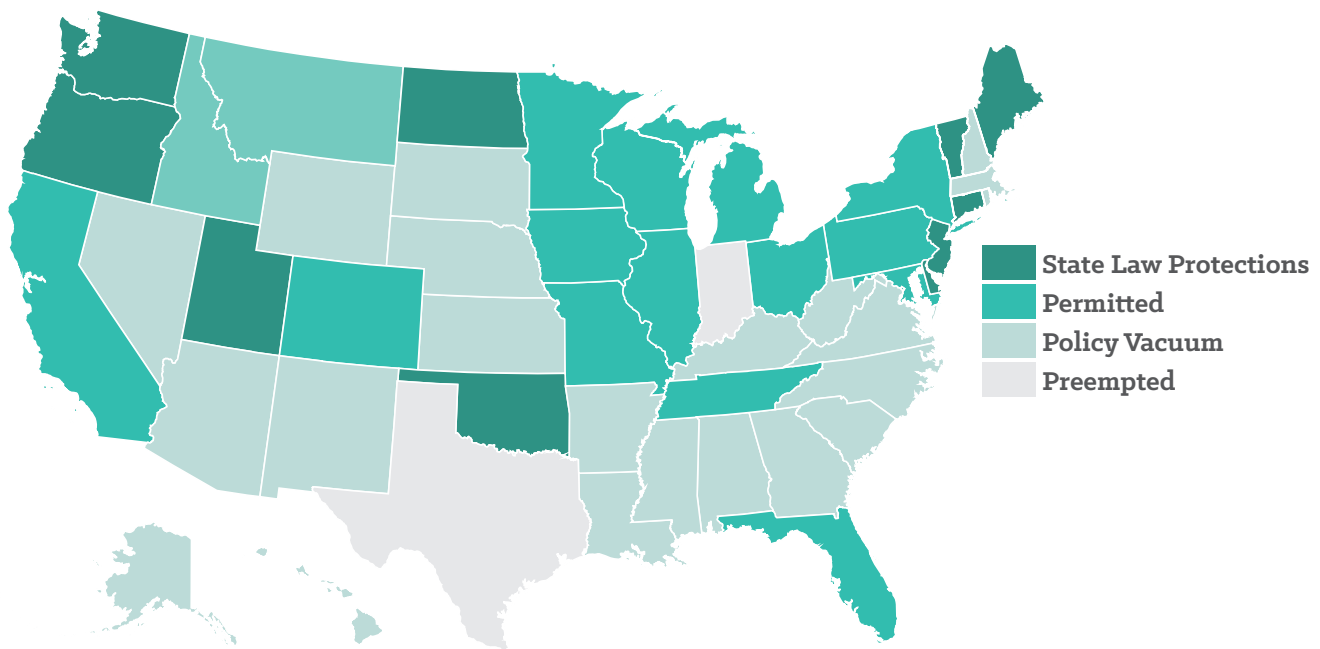


The federal government enacted the Fair Housing Act (FHA) to protect citizens from discrimination. The law prohibits property owners, real estate companies, municipalities, banks and other lending and insurance institutions from discriminating on the basis of seven classes (race, religion, national origin, sex, disability and family status) in the sale, rental and financing of housing.²² FHA provides minimum specifications of protected classes, or a “floor preemption,” but permits states to implement their own fair housing laws that extend housing protections to other groups excluded from the federal protections.

Since families that use housing vouchers to help pay their rent are excluded from federal protections, they increasingly face housing

discrimination. The Housing Choice Voucher (HCV) is a federal assistance program created to help citizens obtain affordable housing in the private market. In most cases, however, laws do not require direct housing providers to accept housing vouchers. Accepting housing vouchers requires providers to work directly with housing agencies for rental payments, a hurdle many providers prefer to avoid. This hurdle, as well as a bias by some providers that voucher holders are less responsible renters, has caused an increase in a growing number of discriminatory housing practices against voucher holders.²³ Some states and localities have responded by specifying housing voucher holders as a protected class under source of income statutes in fair housing laws (other sources of income can include alimony and disability benefits).

Vouchers as Fair Housing



Source: National League of Cities

This additional protection means that housing providers may not legally refuse to rent based solely on a renter's source of income when that source of income is tied to housing vouchers. A 2018 U.S. Department of Housing and Urban Development study found that voucher non-discrimination laws are associated with substantial reductions in the share of property owners that refuse to accept vouchers.²⁴ This has led to greater affordability in more opportunity-rich areas.

In our assessment of the states, we classify whether state fair housing laws address housing voucher holders as a protected class, and the extent to which cities are permitted to protect vouchers as a source of income:

- **State law protections** (11 states and the District of Columbia): Housing voucher holders are a protected class under state fair housing law.
- **Permitted** (14 states): Cities are permitted to extend protections to voucher holders via local fair housing ordinances.
- **Policy vacuum** (23 states): Cities in states with neither state nor local protections but have no restrictions on local fair housing.
- **Preempted** (2 states): Cities in states that expressly prohibit local fair housing.²⁵

Local Tools to Address Housing Affordability: A State-by-State Analysis

According to the Poverty and Race Research Council, the District of Columbia and 11 states (Connecticut, Delaware, Maine, Massachusetts, New Jersey, North Dakota, Oklahoma, Oregon, Utah, Vermont and Washington) explicitly include housing vouchers as a protected class under source of income in the state fair housing law.²⁶ Three other states, California,

Minnesota and Wisconsin, have source of income protections in their state fair housing law, but do not include housing voucher holders among those protected classes.

Localities in 14 states (California, Colorado, Florida, Illinois, Iowa, Maryland, Michigan, Minnesota, Missouri, New York, Ohio,



Case Study: Fair Housing in Washington State

Washington is the most recent state to enact source of income protections after House Bill 2578 went into effect in September 2018.²⁸ These protections include “housing vouchers, emergency rental assistance, veterans benefits, social security, supplemental security income or other retirement programs and other programs administered by any federal, state, local, or nonprofit entity.”²⁹ Landlords may be penalized up to 4.5 times a unit’s monthly rent and be responsible for court costs and attorneys’ fees if they discriminate against a current or prospective tenant based on source of income.³⁰

In addition to protections, the state of Washington established a landlord mitigation program to incentivize landlords to rent to voucher holders. Funded by existing document recording fees from county auditors, HB 2578 covers a landlord’s cost of repairs from \$500 up to \$1,000 for any prospective tenant protected based on source of income.³¹ Furthermore, the program offers reimbursement of up to \$5,000 to landlords for lost rental income and/or damages that result from renting to low-income tenant with a subsidy.³²

Pennsylvania, Tennessee and Wisconsin) are permitted to extend voucher holder protections. Three states (California, Minnesota and Wisconsin) have statewide source of income laws but have excluded housing vouchers as a protected class while 11 states (Colorado, Florida, Illinois, Iowa, Maryland, Michigan, Missouri, New York, Ohio, Pennsylvania and Tennessee) do not have statewide source of income laws and therefore, they have no statewide housing voucher protections. However, localities in all of these 14 states have enacted local ordinances to protect voucher holders.

Twenty-three states have policy vacuums on housing voucher source of income protections because there are neither state law protections nor local protections. These states include Alabama, Alaska, Arizona, Arkansas, Georgia, Hawaii, Idaho, Kansas, Kentucky, Louisiana, Mississippi, Montana,

Nebraska, Nevada, New Hampshire, New Mexico, North Carolina, Rhode Island, South Carolina, South Dakota, Virginia, West Virginia and Wyoming.

There are several reasons for this policy vacuum. In some cases, cities have fair housing laws but choose not to include include housing voucher holders as a protected class. In other cases, cities are in states that follow Dillon's Rule and have no statute expressly authorizing local fair housing policies.

Cities in two states (Texas and Indiana) are preempted from implementing housing voucher protections. When cities in Texas and Indiana passed local ordinances including housing vouchers as a protected class under source of income, both states passed laws in 2015 preventing local governments from implementing any form of voucher protections.²⁷

Deep Dive: State Fair Housing Laws

According to the Policy Surveillance Program at the Temple University Beasley School of Law, 49 states and the District of Columbia have enacted their own statewide fair housing laws.³³ Mississippi is the only state that hasn't. Most states permit cities to expand fair housing laws locally to address housing discrimination not covered by state and federal fair housing protections.

Each state's fair housing law is different in terms of which classes and/or types of discriminatory actions are regulated under law. For example, states often add protected classes including age, ancestry, sexual orientation, gender identity, marital status, military status, domestic violence victims, source of income, genetic information, pregnancy and HIV/AIDS.

Six states (Washington, Illinois, Ohio, New York, Massachusetts and Rhode Island) also include fair housing protections for individuals based on their military status. In addition to protected classes, other types of discriminatory actions are addressed under state fair housing laws. For instance, refusing to provide municipal services is a type of discriminatory practice under fair housing laws in five states (Arizona, Texas, Georgia, Virginia and Maryland).

Seven states (Alaska, Colorado, Kansas, Maryland, Montana, New York and Pennsylvania) authorize fines, prison sentences or misdemeanors as potential penalties for violations of fair housing laws.

Local Housing Trust Funds



Housing trust funds are established, ongoing, public funding sources for low-income housing development. They can be established by legislation or ordinance.³⁴ Forty-seven states and the District of Columbia have state-level housing trust funds in place to bolster development of affordable housing. Of these, Alabama, Idaho and Rhode Island have yet to identify ongoing, defined sources of revenue for their programs and do not have any money in their trust funds. The only states that do

not have state-level housing trust funds are Mississippi, Wyoming and Alaska.

States, however, are not the only source of housing trust fund dollars for cities. Local governments across the country have established their own local-level funds. One hundred and nine cities in 34 states and the District of Columbia have established housing trust funds, which collected over \$1 billion in 2018.³⁵ Wyoming is the only state without any housing trust funds at the state or local level, creating a policy vacuum.

In the absence of state funds, Jackson, Miss., and Juneau, Alaska, have established local trust funds.^{36, 37} According to Jackson city staff, the funds intended for the housing trust fund were spent on unexpected city needs. As a result, the city has yet to put money into the trust fund but is currently exploring new funding sources. Juneau established its housing trust fund in 2010 and began the disbursement of funds in 2011. Some common sources of funding for city-level housing trust funds include developer impact fees, inclusionary in-lieu fees, property

and housing excise taxes and construction excise taxes.

Housing trust funds provide vital funding for increasing the stock of affordable housing in cities and towns across the country. City-level housing trust funds, as shown by cities like Juneau, create revenue when a state lacks funds. They can also cater to the specific needs of the population. State- and city-level trust funds are, in many cases, complementary funds that increase the development of affordable housing (see page 24).



Case Study: **State Housing Trust Funds**

In 2018, individual states collected a total of \$1.6 billion for housing trust fund money. State governments relied on a variety of income sources, including real estate transfer taxes, interest on real estate escrow taxes, general fund revenues, document recording fees and appropriation budget allocations³⁸

A few states have turned to less conventional methods to build revenue for their funds. Pennsylvania creates revenue through the Marcellus Shale impact fee, a tax levied on natural gas companies, as a source of revenue.³⁹ New Jersey collects revenue for its housing trust fund from those fined for unsafe driving.⁴⁰ Indiana earns revenue through the Smokeless Tobacco Tax, among other source, for its state housing trust fund.⁴¹



Case Study: **Juneau, Alaska**

Established in 2010, the Juneau Affordable Housing fund serves as Alaska's only housing trust fund. No such fund exists at the state government level. Managed by the city and borough of Juneau, the trust fund is fed by the city's general fund and state capital budget.⁴²

The trust fund helps low-income residents tackle the challenge of finding affordable housing. Non-profit, for-profit and public housing authority entities can all apply for low or zero percent interest loans to build affordable housing units for residents at 120 percent area median income or below, with amounts not to exceed \$150,000.⁴³ The fund seeks to expand:

- **Use of capital to develop housing units**
- **One-bedroom rental units for low-income residents**
- **Long-term affordability**
- **Sustainability of the trust fund⁴⁴**

Juneau determined that 85 percent of its residents made less than \$35,000 and that, in 2010, approximately 1,200 households were rent-burdened. Many of the residents in this category were found to be youth, special needs residents, veterans and seniors.⁴⁵ These groups typically need both single and multi-family housing, both of which the fund can address.

With over \$400,000 in the fund and two-years' worth of operating expenses held in reserve, Juneau is working to combat the lack of accessible and affordable housing, one unit at a time.

State Affordable Housing Tax Incentives



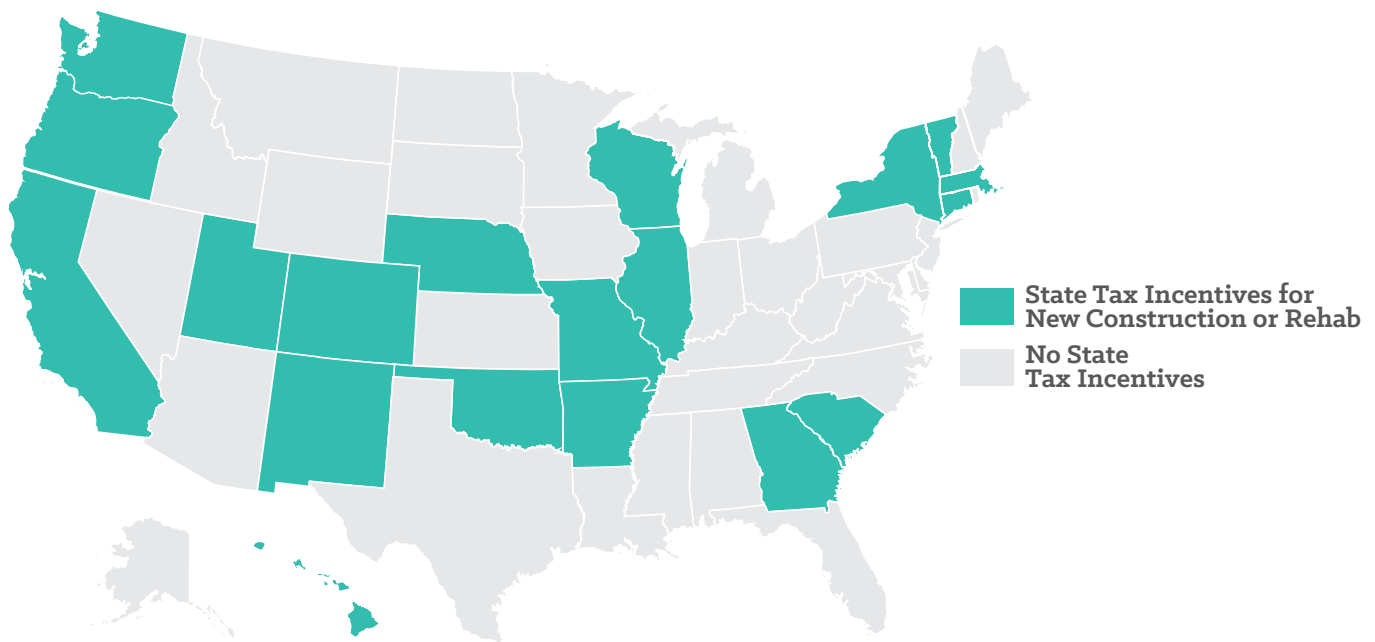
The most common source of low-income housing tax credits is the federal Low-Income Housing Tax Credit (LIHTC) program, which “gives state and local LIHTC-allocating agencies the equivalent of nearly \$8 billion in annual budget authority to issue tax credits for the acquisition, rehabilitation or new construction of rental housing targeted to lower-income households.”⁴⁶ Some states, however, supplement these federal funds with dollars from their own budgets to further increase development of affordable housing. Common state policies include tax-exempt housing bonds, tax credits distributed to owners with properties reserved all or in part for low-income

residents, and income tax liability reduction for developers.

While cities do not have direct control over how these funds are allocated, the program encourages private developers to increase the supply of affordable housing resulting in substantial affordable housing development in urban centers.⁴⁷ Currently, 2.5 million units in 6,286 cities have been financed through the LIHTC program.⁴⁸

Nineteen states and the District of Columbia have state-level tax incentives for new construction and/or rehabilitation of existing low-income housing. Of this group, 14 states

State Tax Incentives



Source: National League of Cities

tie these tax-incentive dollars to federal LIHTC funding. In most cases, states require applicants to indicate that they will be applying for state funding on the federal application. Sometimes, this state funding is bound to the federal funding in the form of a dollar-for-dollar match or percentage of federal funds. Since states distribute these federal funds, overlap sometime occurs in how the funds are awarded. In some cases, the programs are combined.

States often leverage their low-income housing tax credits to maximize the impact. Connecticut, for example, allocates up to \$10 million in tax credits every year for non-profit

developers building housing for low or very low-income residents.⁴⁹ Illinois encourages private investment in affordable housing by offering qualified donors a one-time state income tax credit equal to 50 percent of the donation.⁵⁰

The District of Columbia and five states (New Mexico, New York, Oregon, Washington and Wisconsin) do not require applicants to first apply for federal funding. They also have their own separate applications. While many of these programs mirror the federal program in terms of the eligibility for benefits and types of tax credits offered, these funds are not tied to federal funding applications.

Conclusion

The local housing context varies not only by regional housing market types, but also by the tools available to cities, towns and villages to address the needs of their communities. Based on our assessment of inclusionary housing, rent control, housing voucher holder protections, housing trust funds and state tax incentive programs, cities in New York and California and the District of Columbia have more tools to address housing affordability than others. Cities in Idaho, Indiana, Kansas, Texas and Virginia have fewer.

In addition to the number of tools available to cities, the way these policies play out locally varies significantly by state. For example, in some states with local inclusionary housing, rent control restrictions limit the authority of cities to implement mandatory programs, whereas in other states, this is not the case.

Despite these variations, one thing is crystal clear: The significant housing problem facing our country is compelling cities and states to rethink how they address the issue, and to adapt the relationship they have with each other to meet the scale of the challenge. Cities can take a number of steps to achieve the careful balance of local flexibility and mutual housing affordability goals, including:

- **Review, strengthen and update low-hanging fruit tools.**

Nearly all cities have control over local planning, zoning and development regulations

and can carefully examine these tools to improve housing options across income levels. For example, cities can relax density requirements in areas designated as single family, modify parking requirements and streamline development processes for projects with an affordability component.

- **Fill a policy vacuum.**

Cities in 23 states do not have state or local sources of income protections for housing voucher holders. These states also do not have explicit restrictions on local fair housing, meaning that many cities have the opportunity to create policies to limit discrimination and help extend housing options to those using housing vouchers.

- **Proactively engage state partners.**

For example, cities in the state of Utah have been working with the state legislature and state Commission on Housing Affordability to craft a bill that not only accelerates affordability in regional housing markets across the state, but also offers cities flexibility to do so in ways that meet their unique needs.

- **Leverage State Programs for Local Investment**

Leverage state programs for local investment, such as state tax credits and state housing trust funds.

No matter the solution, the plan or the type of city, a productive local-state relationship is at the heart of providing housing opportunities for people across the income spectrum. After all, ensuring everyone has a place to call home is a priority for all cities and states.



“

The significant housing problem facing our country is compelling cities and states to rethink how they address the issue, and to adapt the relationship they have with each other to meet the scale of the challenge.

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From: Justin Schilling [mailto:jschilling@wyomuni.org]

Sent: Friday, March 29, 2019 3:54 PM

To: Renee Jordan-Smith <rjordansmith@casperwy.gov>

Subject: Word from WAM - WAM Summer Convention!, Meet WAM's New Director, WAM Awards, Region Meetings, Trivia!



Wyoming
Association of
Municipalities
Building Strong Communities

Word from WAM!

A Weekly Message

**2019 WAM Summer Convention
Registration Now Open!!**



Join Us June 12-14
in Beautiful
Sheridan

Please make plans to join us, and a few hundred of your municipal peers, at the 2019 WAM Summer Convention, June 12-14, 2019 in Sheridan. We think we've prepared a great event for you, filled with fantastic training opportunities, interesting cultural experiences, and

as always, the chance to socialize and network with elected leaders and municipal staff members from all over Wyoming. Room blocks are open now, **but will fill up fast** as



The Brinton Museum, home to this year's Welcome Reception

several other events are happening around Sheridan that week, [so please do not delay](#) in making your room reservations!

Online Registration [is here](#).

Printable Agenda [is here](#).

Convention Host Hotel Information [is here](#).

A Plethora of Wyoming Business Council Grant Opportunities



Vertical Garden in Downtown Laramie

Grants available for vertical gardens to provide fresh, local food to cities

When chefs at Altitude Chophouse and Brewery in Laramie need some greens or produce for menu items, there's a good chance it's harvested from a garden growing on one of the restaurant's exterior walls, just steps from where their customers sit. [Continue reading...](#)

Business Council offers energy efficiency grants

The Wyoming Business Council's State Energy Office will have competitive federal grant funds available for Wyoming local governments, public schools and small businesses seeking to improve their buildings while reducing utility costs. The money will be split between four programs. [Continue reading...](#)

Introducing WAM's New Executive Director J. David Fraser

Fraser Returns to His Wyoming Roots With a Wealth of Municipal Experience

The Board of Directors of the Wyoming Association of Municipalities (WAM) named J David Fraser Executive Director starting on April 20th, 2019.

"WAM is in a strong position during this transition," stated WAM President Paul Brooks, Mayor, Sundance. "Dave provides a diverse background and skill set he has developed over the years in serving in various municipal capacities".

Fraser has held positions as a municipal administrator and manager in Colorado, Michigan, Kansas and Nevada. In addition, he served as the Executive Director for the Nevada League of Cities & Municipalities, and as a Board Member for the National League of Cities. His experience is not only at the local municipal level, but also includes state and national levels.

"Having spent my career in public service all over the country, I am thrilled to return home to serve our Wyoming communities," Fraser said.

Fraser was raised first in Greeley, Colorado before moving to Sundance in his pre-teen years. He is currently in the process of setting up his new residence in Cheyenne with his wife of 29 years, Anna. He and Anna have four grown children and one grandchild.

Director Fraser can be reached via e-mail at dfraser@wyomuni.org or in the office at 307-632-0398.



WAM is Looking for Nominees for Annual Awards to Be Given Out at Convention

Please Nominate The Deserving Folks in Your Community

Click on the links below to read the description of each awards program and to apply.



[Bartley Skinner Award](#) honoring a deserving spouse or partner of a WAM member.

[Community Hero Award](#) honoring citizens in your community who go the extra mile to help make it a town or city worth living in.

[WAM Honorary Member](#) recognizes those not still in elected office, but who made extraordinary positive impacts to their communities and showed leadership in service through WAM.

[LTS Summer Convention Scholarship](#) pays for a WAM Member who is enrolled in the Leadership Program to receive free registration and lodging for this year's WAM Summer Convention in Sheridan.

[WAM Summer Convention Scholarship](#) pays for a WAM Member to receive free registration and lodging for this year's WAM Summer Convention in Sheridan.

WAM Spring Regional Meetings Announced



SAVE THE DATE! Ensure Your Community is Represented,
Plan to Attend Your Region Meeting in April

It's hard to believe, but Spring is upon us, and that means it's time for WAM Spring Regional Meetings. This is an important set of meetings, as all six regions have Regional Director Elections to hold, so be sure your municipality's voice is heard. In addition, former WAM Executive Director Rick Kaysen will give a full review and recap of the legislative session and discuss the interim topics that will be debated this committee season. New WAM Executive Director J. David Fraser will also be along for his first round of regional meetings, and looks forward to introducing himself to as many of you as possible.

The afternoon will start though with an informational session on how Wyoming 2-1-1 can help people in your community given by Wyoming 2-1-1 Executive Director Sabrina

Lane, as well as a talk on the current state and future of 911 systems by Laramie County Combined Communications Center Director Glenn Crumpton.

Educational sessions will begin at 3 p.m., dinner will be served at 5 p.m. and all WAM Regional Meetings will run from 5-7 p.m. RSVP's are not required, but are appreciated so we can have an approximate head count for catering purposes.

RSVP for Spring Region Meeting

Regional Meeting Schedule:

Region 1: Torrington, Monday April 8th, 3-7 p.m. Lincoln Community Complex, Conestoga Room, 436 E 22nd Ave.

Region 2: Gillette, City Hall, TBD

Region 3: Ten Sleep, Wednesday April 17th, 3-7 p.m. Ten Sleep Community and Senior Center, 204 Second St.

Region 4: Riverton, Wednesday April 24th, 3-7 p.m. Riverton City Hall, Council Chambers, 816 N. Federal Blvd.

Region 5: Kemmerer, Thursday April 25th, 3-7 p.m. South Lincoln Training and Events Center, Extended Training Room, 215 WY-233

Region 6: Saratoga, Thursday April 11th, 3-7 p.m. Platte Valley Community Center, 210 W. Elm St.

Any questions, please call WAM Member Services Manager Justin Schilling at 307-275-8380.

One-Call Wyoming to Provide Underground Facilities Damage Prevention Education

Encourage Any Professional Excavators Who Dig In Your Community to Attend

Events to be held across the state starting in early February. Breakfast is included and an RSVP is required to attend.

[Click here](#) to see the event flier for dates and locations.

[Click Here](#) to register.



Weekly WAM Wyo-centric Trivia!

This Week's Winner Gets a \$10 Pre-Paid Card

You've got to have a little fun in life. So, every week in Word From WAM, we'll be posting a Wyo-centric trivia question for fun and fabulous prizes. Click the button below to submit your answer, and we'll draw a winner from all the correct answers we receive to get a \$10 pre-paid card from your friends here at WAM. Have fun and good luck!

Please Note These cards are good for in-person purchases anywhere Mastercard is accepted, but cannot be used for online purchases.

Question: In designing this year's Summer Convention logo I played off the iconic bucking horse and rider neon that hangs in front of what storied downtown Sheridan business?



[Click to Answer](#)

Congratulations to last week's winner Karen Rimmer, Clerk for the City of Douglas. She remembered that Cody native, Jackson Pollack was famous for his "abstract expressionism" paintings. Your gift card is on the way, and thanks again for playing!



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FY 2019 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Wyoming Food Bank of the Rockies</u> Program/ Event: <u>Fighting Hunger Feeding Hope</u>			
Contact Person: <u>Shanna Harris</u>	Phone Number: <u>307-232-4014</u>	Date: <u>03-28-2019</u>	
Please Select One:			
I st Quarter _____	2 nd Quarter _____	3 rd Quarter x	4 th Quarter _____

1. Mission

Please state the agency's mission/vision:

We help families thrive by efficiently procuring and distributing food and essentials to the hungry through our programs and partner agencies.

Our vision is to make food security a reality for every Wyoming family.

2. Financial Information

Attached

3. Program significance

a. Using bullets describe the individuals who are the focus of your work and are influenced by your activities.

- **Hunger and food insecurity have increased significantly in the past year, now affecting more than 1 in 8 Wyoming residents.**
- **In Natrona County, the food insecurity rate is 12.4 percent, a figure equaling nearly 9,600 Natrona County residents.**

A brief snapshot of those we serve from our most recent Hunger in America study (Feeding America, 2014):

- **Children make up nearly half of the clients served through WYFBR.**
- **14 percent of clients are seniors, age 60+.**
- **37 percent of households had a member working for pay in the last four weeks, 63 percent had a person working for pay in the last 12 months.**
- **19 percent are grandparents who have responsibility for grandchildren who live with them.**
- **21 percent have a household member who has served or is serving in the US military.**

- b. What impact did the program have on the specified target population and community?

With the assistance of these funds, WYFBR has helped ensure that Casper families struggling to make ends meet do not have to choose between food and housing.

- c. Have there been significant trends over the past months regarding your target population?

Casper families may be budgeting for food based on cost, not nutrition. Fresh fruits and vegetables are often crossed off grocery lists, as produce can be more expensive than processed foods typically higher in fat, sugar, and sodium. For many, it is not a question about knowing what healthy foods to choose but rather about not being able to afford or having access to healthier options.

4. Results

- a. Please describe the outcomes/outputs

Fighting Hunger Feeding Hope is WYFBR's main distribution program. With the assistance of this grant, WYFBR sourced 13,641,082 pounds of food from May 2014 through March 28, 2019, in Casper. WYFBR has distributed 46,722,970 pounds 35,407,251 meals (19,759 meals per day) program wide during the entire grant period.

- b. Please describe the method of measurement

WYFBR evaluates progress towards meeting our strategic goals with monthly reviews of our total pounds of food distributed, meals provided through programs, partner agencies, and organizational performance to budget.

- c. Please describe the performance results

Monitoring pounds distributed allows WYFBR to see where and what food is being distributed and allows us to adjust services accordingly.

5. Program Results/Impacts (use bullets)

- a. Explain how much (quantity) service the program delivered
- **The distribution of 568,383 meals from December 29, 2018 – March 28, 2019, allowed for nutritious food to be served to Casper area families in need. Food was distributed through 33 Casper agencies.**
- b. How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
- **WYFBR utilizes programs such as Totes for Hope, Grocery Rescue, and Partner agencies to distribute food. By increasing the amount of food we distributed to Casper residents, Casper families have been able to prosper. Having access to nutritious food will aid in their improved health. When children have access to healthy, nourishing food, they are ready to learn, grow, and succeed in school.**
- c. What does your analysis of the past year's data tell you about what is happening to the impacted target population?

- **Wyoming is one of four US states that are in recession according to data tracked by Moody's Analytics, with Wyoming's economy declining steadily over the past ten months (Denver Post, 02/22/16). Although energy prices are slowly starting to rise, recent economic forecasts show Wyoming's economy has not begun to grow again. WYFBR is anticipating increased growth in distribution as our state's economy continues to recover.**

6. Results Analysis

- a. How could the program have worked better?

The greatest challenge is ensuring that demand does not outpace food resources and undermine our mission. Rising food and freight costs remained a challenge during the grant period.

- b. How will you address this?

WYFBR's goal as an organization has always been to assist those in need of hunger-relief with food and essentials. We have accomplished this through close collaboration with our partner agencies, and support throughout the corporate and philanthropic community. We are extremely committed to meeting increased demand without passing on increased cost to our partners who can least afford it.

7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.



Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office

This grant was used to purchase food for distribution to those in need of assistance throughout Casper. Funding from this grant has provided over 10,337,382 meals to Casper residents in need for the entire grant period May 1, 2014 to March 28, 2019.

WYFBR does not require partner food pantries and programs to track demographic information currently. WYFBR and its partner agencies provide food on a self-declaration of need. It is a very humbling experience to stand in line at a food pantry or mobile pantry, waiting to fill the bags in your hand. We want to provide assistance to all who need it and not allow feelings of shame that can be caused by tracking individuals to hinder someone from using our services.

Food Bank of the Rockies
Strnt of Unrestricted Activities 103

ACTUAL vs. BUDGET

For the Period from December 29, 2018 to March 28, 2019

(Uses Analysis View FB ROCKIES)

(Amounts are in USA)

(Includes GL Branch: WYOMING)

(Includes Fund: 1)

SUPPORT AND REVENUE

	PTD Actual	PTD Budget	Budget Variance	YTD Actual	YTD Budget	YTD Budget Variance	Annual Budget
Agency Support Fees	28,056	54,416	-26,360	93,308	176,187	-82,879	214,289
Purchased Food	70,483	110,858	-40,375	206,918	302,516	-95,598	383,400
Contributions	122,552	122,500	52	671,193	517,500	153,693	610,000
SPECIAL EVENTS				28,017	36,000	-7,983	36,000
Less: Special Event Expense	-274	-375	101	-9,774	-15,125	5,351	-15,500
TOTAL SPECIAL EVENT-NET	-274	-375	101	18,243	20,875	-2,632	20,500
Promotions				500		500	
Contract Income	45,000	45,000		115,000	130,000	-15,000	175,000
Endowments							
Interest & Other Income	14,462	16,000	-1,538	47,069	48,000	-931	64,000
Donated Services & Materials							
Gains/Losses				264,811	200,000	64,811	200,000
Net Assets Released	67,051	45,047	22,004	210,876	193,905	16,970	217,952
REV BEFORE DONATED FOOD	347,329	393,446	-46,116	1,627,917	1,588,983	38,934	1,885,141
Donated Food Distributed	2,831,705	9,303,294	-6,471,589	7,710,852	15,120,000	-7,409,148	15,120,000
TOTAL SUPPORT AND REV	3,179,034	9,696,740	-6,517,705	9,338,769	16,708,983	-7,370,214	17,005,141

Food Bank of the Rockies
Stmnt of Unrestricted Activities 103
ACTUAL vs. BUDGET
For the Period from December 29, 2018 to March 28, 2019

	PTD Actual	PTD Budget	Budget Variance	YTD Actual	YTD Budget	YTD Budget Variance	Annual Budget
EXPENSES							
Salaries & Benefits	208,223	245,441	-37,218	663,696	708,631	-44,936	925,391
Other Operating Expenses	224,109	242,273	-18,165	682,429	729,912	-47,484	972,038
Purchased Food	90,935	135,673	-44,738	268,374	385,880	-117,506	492,500
Depreciation	55,061	11,182	43,879	141,595	33,545	108,050	44,727
EXP BEFORE DONATED FOOD	578,327	634,569	-56,242	1,756,093	1,857,969	-101,876	2,434,656
Donated Food Distributed	2,831,705	9,303,294	-6,471,589	7,710,852	15,120,000	-7,409,148	15,120,000
TOTAL EXPENSES	3,410,032	9,937,863	-6,527,831	9,466,945	16,977,969	-7,511,024	17,554,656
CHANGE IN NET ASSETS	-230,998	-241,123	10,125	-128,176	-268,985	140,810	-549,515

Agency/Item Stats-Value

3/28/201

Food Bank of the Rockies

FBC County Code: WY NA, Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)
A0088-1	ARC of Natrona County The	269.00	515.00
A0141-1	Boys and Girls Clubs of Central Wyoming	91.00	328.00
A0151-1	Calvary Baptist Church Casper	109.00	121.00
A0176-2	Wyoming Rescue Mission	17,172.00	20,612.00
A0178-4	Cent Wyo CC Psych Rehab	576.00	1,688.00
A0352-1	Faith Assembly of God	61,099.00	66,998.00
A0468-1	Holy Cross Center Inc	51,012.00	59,065.00
A0468-2	Holy Cross Center Inc USDA	1,912.00	42,827.00
A0503-1	Joshuas Storehouse and Dist	70,654.00	76,788.00
A0503-2	Joshuas Storehouse USDA	2,008.00	43,601.00
A0607-1	Natrona County Meals On Wheels	816.00	1,741.00
A0607-2	Natrona County Meals on Wheels CSFP	2,561.00	4,167.00
A0644-1	Our Saviours Lutheran Church	1,592.00	5,253.00
A0687-1	Restoration Fellowship Casper	17,646.00	19,927.00
A0713-1	The Salvation Army a CA Corp Casper	62,355.00	64,805.00
A0713-3	The Salvation Army a CA Corp Casper USDA	1,797.00	40,279.00
A1037-2	St Marks Episcopal Church Food Closet	81.00	802.00
A1071-1	IREACH 2 Inc Serenity	1,613.00	1,768.00
A1076-1	First Church of the Nazarene	11,608.00	15,233.00
A1140-1	College Heights Community Center Oasis	27,121.00	36,528.00
A1584-1	Harvest Fields Ministry	750.00	1,112.00
A1996-1	Casper Family YMCA	6,348.00	7,498.00
A2094-1	Celebrate Recovery	13,846.00	20,319.00
A2203-2	Youth Crisis Center	1,328.00	2,086.00
A2331-1	First Christian Church MP	513.00	1,324.00
A2346-1	Poverty Resistance Food Pantry	83,630.00	113,202.00
A2394-2	Legacy Senior Residences - CFSP	855.00	1,350.00
A2522-9	WFBR-MOBILE PANTRIES NATRONA UW BASKETS	489.00	534.00
A2579-1	First United Methodist Church-Casper	1,791.00	2,920.00
A2608-1	Grace Bible Baptist Church	2,161.00	2,375.00
A2676-1	Casper Community Church	9,363.00	14,273.00
A2716-1	First Baptist Church	30,575.00	34,483.00
A2717-1	Casper Housing Authority	18,667.00	24,953.00
A2731-1	Wyoming Child and Family Development Totes of Hope	111.00	1,478.00
A2778-1	Gods Resources	49.00	619.00
A2841-1	St. Anthony's Manor - CFSP	852.00	1,389.00
A2855-1	Strong Tower Family Church	14,638.00	17,070.00
Report Total		518,058.00 Cases	750,031.00 Lbs

Date Calculator

Number of years, months, weeks, and days between two dates

Result

Date Difference:

4 years 10 months 27 days
or 58 months 27 days
or 256 weeks 0 days
or 1792 days

Start Date

End Date

include end day (add 1 day)

Calculate



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- [Conversion](#)
- [Grade](#)
- [Time Zone](#)
- [GDP](#)
- [IP Subnet](#)
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Add to or subtract from a date

Start Date

years

months

weeks

days

= ?

Calculate

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History of the Gregorian Calendar

The Gregorian calendar is the most prevalently used calendar today. Within this calendar, a standard year consists of 365 days with a leap day being introduced to the month of February during a leap year. The months of April, June, September, and November have 30 days, while the rest have 31 days except for February, which has 28 days in a standard year, and 29 in a leap year.

The Gregorian calendar is a reformed version of the Julian calendar, which was itself a modification of the ancient Roman calendar. The ancient Roman calendar was believed to be an observational lunar calendar, based on the cycles of the moon's phases. The Romans were then believed to have adopted a 10-month calendar with 304 days, leaving the remaining 50 or so days as an unorganized winter. This calendar allowed summer and winter months to become completely misplaced, leading to the adoption of more accurate calendars.

The Republican calendar later used by Rome followed Greek calendars in its assumptions of 29.5 days in a lunar cycle, and 12.5 synodic months in a solar year, which align every fourth year upon the addition of the intercalary months of January and February. From this point, many attempts were made to align the Republican calendar with the solar year including the addition of an extra month to certain years to supplant the lack of days in a particular year. In 46 BC, the calendar was further reformed by Julius Caesar, introducing an algorithm that removed the dependence of calendars from the observation of the new moon. In order to accomplish this, Caesar inserted an additional 10 days to the Republican calendar, making the total number of days in a year 365. He also added the intercalation of a leap day every fourth year, all in an attempt to further synchronize the Roman calendar with the solar year.

Despite all efforts, the Julian calendar still required further reform, since the calendar drifted with respect to the equinoxes and solstices by approximately 11 minutes per year. By 1582, this resulted in

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Food Bank of the Rockies

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Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)
A0040-1	Alcova Community Church Food Pantry	707.00	1,354.00
A0088-1	ARC of Natrona County The	269.00	515.00
A0119-1	Baptist Youth Mission	13,718.00	17,568.00
A0119-2	Baptist Youth Mission USDA	628.00	16,004.00
A0141-1	Boys and Girls Clubs of Central Wyoming	91.00	328.00
A0151-1	Calvary Baptist Church Casper	109.00	121.00
A0166-1	Cathedral Home For Children	276.00	276.00
A0176-2	Wyoming Rescue Mission	17,172.00	20,612.00
A0178-4	Cent Wyo CC Psych Rehab	576.00	1,688.00
A0325-1	Developmental Preschool Daycare	50.00	512.00
A0352-1	Faith Assembly of God	61,099.00	66,998.00
A0367-1	Fellowship Baptist Church	74.00	928.00
A0468-1	Holy Cross Center Inc	51,012.00	59,065.00
A0468-2	Holy Cross Center Inc USDA	1,912.00	42,827.00
A0503-1	Joshuas Storehouse and Dist	70,654.00	76,788.00
A0503-2	Joshuas Storehouse USDA	2,008.00	43,601.00
A0607-1	Natrona County Meals On Wheels	816.00	1,741.00
A0607-2	Natrona County Meals on Wheels CSFP	2,561.00	4,167.00
A0610-1	Needs Inc	87,879.00	92,450.00
A0610-2	Needs Inc USDA	1,485.00	40,600.00
A0644-1	Our Saviours Lutheran Church	1,592.00	5,253.00
A0660-1	Platte Valley Food Pantry	157.00	1,283.00
A0687-1	Restoration Fellowship Casper	17,646.00	19,927.00
A0707-1	Safehouse Sexual Assaut Serv	816.00	1,386.00
A0713-1	The Salvation Army a CA Corp Casper	62,355.00	64,805.00
A0713-3	The Salvation Army a CA Corp Casper USDA	1,797.00	40,279.00
A0718-1	The Salvation Army a CA Corp Sheridan	46,151.00	49,776.00
A0718-2	The Salvation Army a CA Corp Sheridan USDA	389.00	8,190.00
A0839-2	VOA Booth Hall	130.00	965.00
A0839-7	VOA Gathering Place	773.00	2,040.00
A0973-1	Messiahs Mall Risen Son Southern Baptist	1,715.00	5,408.00
A1005-1	Jackson Cupboard	14,578.00	15,738.00
A1006-1	St Josephs Childrens Home	33.00	307.00
A1031-1	The Community Food Closet Inc USDA	239.00	6,163.00
A1031-2	The Community Food Closet Inc	814.00	3,114.00
A1034-1	Buffalo Senior Center USDA	168.00	3,484.00
A1037-2	St Marks Episcopal Church Food Closet	81.00	802.00
A1038-2	The Salvation Army a CA Corp Cheyenne	23,577.00	28,424.00
A1039-1	St Josephs Church USDA	2,438.00	61,581.00
A1039-2	St Josephs Church	26,118.00	41,098.00
A1040-1	Douglas Senior Citizens Center USDA	3,223.00	11,671.00
A1040-2	Douglas Senior Citizens Center	1,894.00	2,738.00
A1041-1	St Thomas Church USDA	51.00	1,224.00
A1041-2	St Thomas Episcopal Church	261.00	2,043.00
A1042-1	Lords Storehouse The USDA	910.00	22,091.00
A1042-2	Lords Storehouse The	17,411.00	18,401.00
A1043-1	Council of Community Services Gillette USDA	1,855.00	54,687.00
A1043-2	Council of Community Services Gillette	37,797.00	39,384.00
A1046-1	Smith Lincoln HRC USDA	136.00	3,378.00

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Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)
A1046-2	South Lincoln HRC	578.00	3,269.00
A1047-1	Lander Care and Share Food Bank USDA	1,937.00	46,603.00
A1047-2	Lander Care Share Food Bank	45,399.00	58,363.00
A1048-1	St Johns Lutheran Chrch USDA	85.00	1,883.00
A1048-2	St Johns Lutheran Lovell Food Bank	1,318.00	1,800.00
A1051-1	BREAD USDA	394.00	10,890.00
A1051-2	BREAD	2,759.00	5,874.00
A1055-1	Food Bank of Sweetwater County Rock Springs USDA	1,615.00	41,295.00
A1055-2	Food Bank of Sweetwater County Rock Springs	17,159.00	18,016.00
A1055-3	Food Bank of Sweetwater County Green River	12,090.00	12,425.00
A1055-4	Food Bank of Sweetwater County Green River USDA	538.00	13,704.00
A1055-5	Food Bank of Sweetwater County RS Totes of Hope	447.00	5,979.00
A1056-1	Crook County Council of County Services USDA Sunda	112.00	3,106.00
A1056-2	Crook County Council of County Services Sundance	775.00	1,588.00
A1058-1	Land of Goshen Ministries USDA	526.00	13,157.00
A1058-2	Land of Goshen Ministries	1,203.00	3,094.00
A1059-1	Upton Community Food Bank USDA	178.00	4,497.00
A1059-2	Upton Community Food Bank	113.00	404.00
A1061-1	Wright Community Assistance USDA	56.00	1,401.00
A1061-2	Wright Community Assistance	30.00	582.00
A1066-12	WFBR PEOPLE SHARE JOHNSON	35.00	500.00
A1066-3	WFBR PEOPLE SHARE WESTON	656.00	656.00
A1067-2	Manna House	41,617.00	41,617.00
A1070-1	Powell Valley Loaves and Fishes	115.00	2,225.00
A1071-1	IREACH 2 Inc Serenity	1,613.00	1,768.00
A1074-1	Weston County Senior Services	3,471.00	9,233.00
A1076-1	First Church of the Nazarene	11,608.00	15,233.00
A1078-1	Fremont County Samaritan USDA	658.00	15,376.00
A1078-2	Fremont County Samaritan Center	1,248.00	1,372.00
A1079-1	Bethany Fellowship Church USDA	407.00	9,572.00
A1100-1	Interfaith Good Samaritan USDA	1,652.00	41,279.00
A1100-2	Interfaith Good Samaritan	38,375.00	46,276.00
A1101-1	From The Heart Ministries	893.00	2,199.00
A1101-2	From The Heart Ministries USDA	309.00	7,891.00
A1122-1	Senior Friendship Center	349.00	1,422.00
A1130-1	Rendezvous Pointe	236.00	2,128.00
A1140-1	College Heights Community Center Oasis	27,121.00	36,528.00
A1153-1	Boys and Girls Club Carbon Cnty	12.00	94.00
A1163-1	Society of St Vincent De Paul	14,677.00	20,349.00
A1173-1	Ten Sleep Senior Center Inc	2,377.00	3,316.00
A1175-1	Niobrara Senior Center Inc	1,511.00	5,939.00
A1175-2	Niobrara Senior Center USDA	169.00	4,677.00
A1180-1	BHE Powell Day Treatment	4,476.00	7,872.00
A1192-1	SW Sublette County Pioneers	892.00	3,568.00
A1194-1	Youth Development Services	31.00	481.00
A1200-1	VOA Northern Rockies Center of Hope	2,669.00	3,630.00

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Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)
A1207-1	Star Valley Senior Center USDA	301.00	8,108.00
A1207-2	Star Valley Senior Citizens	1,564.00	4,817.00
A1209-1	Powell American Legion USDA	849.00	20,195.00
A1222-1	Boys and Girls Club of Cheyenne	64.00	1,251.00
A1225-1	Youth Emergency Services	1,333.00	3,150.00
A1237-2	BHE Thermopolis Big Horn	206.00	1,013.00
A1237-3	BHE Thermopolis Work Services	212.00	926.00
A1237-4	BHE Thermopolis Warren	12.00	230.00
A1237-5	BHE Thermopolis Day Hab	42.00	680.00
A1241-1	Salvation Army Basin Unit	2,644.00	8,061.00
A1241-2	Salvation Army Basin Unit USDA	378.00	9,113.00
A1345-1	Lincoln Self Reliance Inc Afton	27.00	368.00
A1345-3	Lincoln Self Reliance Inc Thayne	230.00	952.00
A1345-4	Lincoln Self Reliance Inc Evanston	36.00	645.00
A1383-1	People For People Food Program	162.00	434.00
A1383-2	People For People Totes of Hope	689.00	8,675.00
A1406-1	LaBarge Senior Citizens Association	720.00	3,535.00
A1465-2	St Stephens Indian School Totes of Hope	25.00	357.00
A1471-1	Set Free Ministry Riverton	82,220.00	82,220.00
A1473-1	Boyd Avenue Baptist Church	6,916.00	11,514.00
A1584-1	Harvest Fields Ministry	750.00	1,112.00
A1717-2	Torrington Middle School Totes of Hope	777.00	9,860.00
A1792-1	Boys and Girls Club of Douglas	201.00	201.00
A1792-3	Boys and Girls Club of Douglas Totes of Hope	148.00	1,932.00
A1866-1	Good Samaritan Mission	3,709.00	8,086.00
A1866-2	Good Samaritan Mission USDA	381.00	9,782.00
A1907-1	Boys and Girls Club Sweetwater	83.00	1,015.00
A1907-3	Boys and Girls Club Sweetwater Totes of Hope	161.00	1,869.00
A1992-1	SUNDANCE TOTES OF HOPE	15.00	219.00
A1996-1	Casper Family YMCA	6,348.00	7,498.00
A2012-1	Shoshoni Senior Citizens Inc	25.00	324.00
A2015-1	Tongue River Childs Place	96.00	1,195.00
A2020-1	Weston County School District Totes of Hope	249.00	2,108.00
A2026-1	Fremont CSD 1 Totes of Hope	510.00	7,092.00
A2028-1	The Kings Portion	2,669.00	7,847.00
A2028-2	The Kings Portion Totes of Hope	1,039.00	12,197.00
A2028-3	The Kings Portion USDA	398.00	9,359.00
A2034-1	Jackson Head Start Totes of Hope	15.00	253.00
A2049-1	Peak Wellness Center Casa de Paz	24.00	304.00
A2050-1	Story Community Church	1,841.00	4,679.00
A2087-1	LaGrange Bible Missionary Church	1,216.00	3,180.00
A2094-1	Celebrate Recovery	13,846.00	20,319.00
A2115-1	Guernsey Totes of Hope	187.00	1,881.00
A2116-1	Helping Hearts Inc	30,461.00	39,367.00
A2116-2	Helping Hearts Inc USDA	337.00	7,564.00
A2179-2	Fremont CSD 38	94.00	1,570.00
A2179-3	Fremont CSD 38 Backpack Program	1,159.00	16,339.00
A2203-2	Youth Crisis Center	1,328.00	2,086.00
A2242-1	Guernsey Community Food Bank	373.00	2,016.00

Agency/Item Stats-Value

Food Bank of the Rockies

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Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)
A2246-1	Thayne Senior Center	359.00	1,379.00
A2248-1	Laramie Soup Kitchen	78.00	452.00
A2273-1	Platte County Commodities USDA	372.00	9,165.00
A2286-1	Mountain View Baptist Church	6,979.00	10,416.00
A2331-1	First Christian Church MP	513.00	1,324.00
A2332-1	Warm Valley Baptist Church	5,215.00	8,025.00
A2346-1	Poverty Resistance Food Pantry	83,630.00	113,202.00
A2359-1	BIG HORN CSD 3 TOTES OF HOPE	103.00	1,177.00
A2359-2	Big Horn CSD #3 Backpack Program	104.00	1,049.00
A2394-2	Legacy Senior Residences - CFSP	855.00	1,350.00
A2522-12	WFBR-MOBILE PANTRIES BIG HORN	13,438.00	22,771.00
A2522-13	WFBR-MOBILE PANTRIES LINCOLN	1,715.00	2,492.00
A2522-14	WFBR-MOBILE PANTRIES JOHNSON	8,695.00	17,150.00
A2522-16	WFBR-MOBILE PANTRIES CONVERSE	20.00	1,000.00
A2522-18	WFBR MOBILE PANTRIES TETON	8,924.00	18,991.00
A2522-24	WFBR Mobile Pantries - Washakie	10,376.00	22,331.00
A2522-3	WFBR-MOBILE PANTRIES CROOK	584.00	1,802.00
A2522-4	WFBR-MOBILE PANTRIES ALBANY	28,233.00	50,103.00
A2522-6	WFBR-MOBILE PANTRIES CARBON	17,340.00	30,274.00
A2522-9	WFBR-MOBILE PANTRIES NATRONA UW BASKETS	489.00	534.00
A2542-1	Thayne Community Food Bank	524.00	3,447.00
A2546-1	River of Life Fellowship USDA	337.00	8,065.00
A2579-1	First United Methodist Church-Casper	1,791.00	2,920.00
A2583-1	Sunnyside Church of the Nazarene Totes of Hope	1,354.00	2,530.00
A2608-1	Grace Bible Baptist Church	2,161.00	2,375.00
A2625-1	Eastern Wyoming College Gear Up	104.00	928.00
A2676-1	Casper Community Church	9,363.00	14,273.00
A2716-1	First Baptist Church	30,575.00	34,483.00
A2717-1	Casper Housing Authority	18,667.00	24,953.00
A2718-1	Lincoln County School District 2 Totes of Hope	600.00	6,036.00
A2728-1	Laura Irwin Elementary Totes of Hope	99.00	1,427.00
A2728-2	Laura Irwin Elementary Backpack Program	33.00	530.00
A2731-1	Wyoming Child and Family Development Totes of Hope	111.00	1,478.00
A2744-1	Salvation Army Service Extension Gillette	5,642.00	8,884.00
A2769-1	Afton Food Pantry	11.00	352.00
A2770-1	Element Church	4,192.00	25,911.00
A2773-1	True Vine Community Church	611.00	1,633.00
A2778-1	Gods Resources	49.00	619.00
A2809-1	Foundations For Nations	2,852.00	10,568.00
A2810-1	Lander United Methodist Church	1,450.00	3,262.00
A2815-1	Hole Food Rescue Org	52,331.00	52,692.00
A2819-1	Johnson County Friends Feeding Friends - TOH	205.00	2,979.00
A2822-1	Platte County School District #1 - TOH	197.00	2,259.00
A2836-1	Loaves and Fishes Community Soup Kitchen	21,966.00	21,966.00
A2837-1	New Life in Christ Baptist Church	3,357.00	5,290.00
A2838-1	Goshen HELP	12,842.00	49,933.00
A2841-1	St Anthony's Manor - CFSP	852.00	1,389.00

Agency/Item Stats-Value

Food Bank of the Rockies

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Global Dimension 1 Code: WYOMING

Posting Date: 12/28/18..03/28/19

Agency No	Name	Quantity (Cases)	Gross Weight (Lbs)	
A2855-1	Strong Tower Family Church	14,638.00	17,070.00	
A2859-1	Moorcroft Interfaith Community	194.00	869.00	
A2862-1	First Presbyterian Church, Feed the Flock Pantry	11.00	143.00	
	Report Total	1,364,901.00 Cases	2,508,663.00 Lbs	-639,871.96



How

WFBR Works....

Stored in the
Warehouse

Distributed to
Partners

Food **Reaches**
those in **NEED**

Food is
Donated





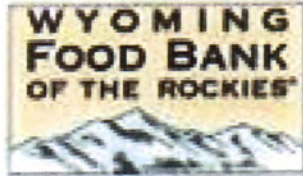


How the Wyoming Food Bank of the Rockies Works....

Food is
Donated



Stored in the
Warehouse



Distributed
to Agencies



Food Reaches
those in Need



Wyoming Food Bank of the Rockies Financial Report
for May 1 2014 to March 28, 2019

Section	Information Source for Reporting Period	Sections										
GL Report (Revenue before Donated Food)	Totals											
From Food Pounrage Report - Operations	46,722,970											
From Ceres Agency Item Statistics Value report	13,641,082											
Casper Meat total Grant Period May 2014- Mar 2019	\$ 10,337,382											
Casper Meals per day total grant period May 2014-Mar 2019	5,769											
Casper meals per reporting qtr	568,383											
Total Meals Total Program	35,407,251											
Total Meals per day Total Program Reporting May 2014- Mar 2019	19,759											
Comments: 2nd Quarter report dates Sept - Dec 2018, please disregard Paragraph 5 - 5,740 meals per day was total Grant period not quarter.												
Revenue	347,146	570,372	348,887	478,806	498,375	774,032	271,692	472,406	788,352	347,329	8,807,589	
Expenses	238,220	208,273	231,456	269,031	252,696	382,819	171,462	227,339	227,219	208,223	4,284,492	
Net	108,926	362,100	117,431	209,775	245,683	391,213	300,230	245,067	560,113	139,106	4,523,097	
Benefit	238,220	208,273	231,456	269,031	252,696	382,819	171,462	227,339	227,219	208,223	4,284,492	
Operating	173,743	243,416	224,065	229,847	254,459	500,113	187,671	186,331	271,221	224,109	4,700,289	
Food	90,870	102,247	66,977	111,970	89,684	155,083	73,215	91,951	83,962	90,935	1,994,779	
Depreciation*	32,261	32,355	22,604	33,895	30,288	40,504	20,252	33,948	52,586	55,061	615,443	
Total Food Distributed	2,277,834	2,654,516	2,736,796	3,123,841	2,896,520	4,215,716	2,009,023	1,793,378	3,085,769	2,508,663	46,722,970	
Total Pounrage Distributed to Casper	783,927	772,758	786,426	894,951	758,830	1,219,137	618,857	655,132	834,615	750,031	13,641,082	
Percent of total pounds distributed to Casper	34.42%	29.11%	28.74%	28.65%	26.20%	28.92%	30.80%	36.53%	27.05%	29.90%	29.20%	
Portion tributed Casper	81,985	60,630	66,510	77,075	66,201	110,707	52,817	83,048	61,456	62,254	1,250,886	
Other Operating Expenses	59,794	70,861	64,386	65,849	66,663	144,627	57,810	68,068	73,358	67,003	1,372,281	
Purchased Food	31,273	29,765	19,246	32,078	23,495	44,848	22,553	33,590	22,709	27,187	582,389	
Depreciation*	11,103	9,419	6,495	9,711	7,935	11,713	6,238	12,401	14,223	16,462	179,683	
Salaries & Benefits	7,347	7,347	7,347	7,347	7,347	7,347	7,347	7,347	7,347	7,347	110,201	
Other Operating Expenses	9,122	9,122	9,122	9,122	9,122	9,122	9,122	9,122	9,122	9,122	145,956	
Purchased Food	5,413	5,413	5,413	5,413	5,413	5,413	5,413	5,413	5,413	5,413	86,604	
Depreciation	987	987	987	987	987	987	987	987	987	987	15,792	
Total	22,869	22,869	22,869	22,869	22,869	22,869	22,869	22,869	22,869	22,869	365,900	
Buildings - Vehicles - Equipment	2,017	2,018	2,019	2,019	2,019	2,019	2,019	2,019	2,019	2,019	365,900	



FY 2018 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Youth Crisis Center, Inc.</u> Program/ Event: <u>Professional Services, Crisis Shelter, & Group Home</u>			
Contact Person: <u>Traci Blevins</u> Phone Number: <u>307-577-5718</u>		Date: <u>3/28/2019</u>	
Please Select One: December 2018 – February 2019			
1 st Quarter _____	2 nd Quarter _____	3 rd Quarter <u>X</u> _____	4 th Quarter _____

- **Mission**

The Youth Crisis Center, Inc (YCC) provides emergency shelter, crisis intervention, and group home services to youth and their families.

- **Financial Information**

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**

- **Program significance**

- Using bullets describe the individuals who are the focus of your work and are influenced by your activities.
 - Crisis Shelter
 - Children and youth ages 0-17
 - Youth attend the crisis shelter for some of the following reasons: parent (guardian)/child conflict, protective custody, family disturbance, runaway, awaiting permanent placement, permanent placement difficulties
 - Group Home
 - Youth ages 10-17
 - Provides an alternative to jail or more restrictive placements.
 - Youth are in the group home for some of the following reasons: abuse/neglect, CHINS placement, adjudicated
- What impact did the program have on the specified target population and community?
 - Crisis Shelter
 - Meets basic human needs to assist with stabilization of hunger, fear, anxiety, concern, neglect, or other crisis, and improves overall wellness and function of youth
 - Supports education to increase the likelihood of success in school
 - Strengthens family resources and support
 - Improves overall health and wellness
 - Group Home
 - Meets basic human needs and advances life-skills
 - Supports education to increase the likelihood of success in school
 - Strengthens family resources and support
 - Strengthens goal achievement
 - Reduces youth serving time in jail or more restrictive placement

- Have there been significant trends over the past months regarding your target population?
We continue to see a need of more services for youth and families. We consistently modify our services to assist and to meet needs more completely for families.

• Results

- Please describe the outcomes/outputs
December 2018 – February 2019

- Outcome Goals

- 97% of families reported satisfaction with services provided by the Youth Crisis Center after care calls (2% of families reported not being satisfied with services; suggestions to improve services included increasing the length of stay, more contact with our case manager, and improving communication/organization)
- 62% of families obtained referrals to other community supports (this is up from 40% last quarter)
- 100% of group home residents participated in weekly life-skills groups which focus on 3 areas: career and skill building, healthy relationships and boundaries, and nutrition and cooking.
- 25% of youth in group home program successfully completed the program (successfully transitioned home, to foster care, or to independent living).
 - 4 youth departed from our program from December – February 2019
 - 1 of 4 successfully completed the program and transitioned home/independent living and
 - 1 of 4 were unable to finish the program due to their decision to runaway from the center and their probation being revoked; these youth may have successfully departed had they been able to finish the program
 - 2 of 4 needed psychiatric treatment and were moved to a higher level of care to support their needs
- 100% of youth case plans work to improve or sustain passing grades, or to complete HiSet (High School Equivalency) program and test

- Outputs

- 161 youth served
- 1,127 days of service, shelter, food, safety, clothing
- 2,158 meals provided
- 143 family or case plan/intervention plan meetings held
- 194 community resources provided/referred to

- Please describe the method of measurement

- Measurement:

- Intake packets and depart procedures track resident stays, crisis wing and group home attendance, homework help, and school attendance
- Case planning meetings and monthly case plan review meetings
- Daily meal tracking

- Please describe the performance results

- Crisis Shelter youth:

- receive emergency food, shelter, clothing, bedding, and safety
- receive nutritious meals
- work with a case manager, who attends court, MDT meetings, or IEP meetings
- receive medication, monitored by crisis workers, as needed, per prescription orders
- placed in protective custody, receive safety from abuse/neglect
- who are homeless, are provided shelter, food, clean clothing,
- who are homeless, are connected with parent, DFS worker, and NCSO homeless liaison
- and their families receive referral, support, and intervention services
- and their families receive a “break” to reduce tension, hostility, or aggression in the home

- Group Home residents:
 - are provided home-like environment including shelter, clothing, bedding, safety, allowance, and contributions (chores)
 - receive life-skills group/training in cooking/nutrition, career readiness, and building healthy relationships
 - set attainable goals and work toward those goals through case plans
 - receive nutritious meals
 - are provided/taught coping skills for handling difficult situations
 - work with a case manager who attends court, MDT meeting, or IEP meetings
 - receive medication, monitored by crisis workers, as needed, per prescription orders
 - set behavior goals that are individual and unique to each resident
 - and their families receive referral, support, and intervention services
 - and their families (natural/foster/independent living provider) participate in the “step-down” program that slowly reintroduces the youth back into the home, gradually increases the amount and length of visits, and then returns child to the home fulltime
 - their families (natural/foster/independent living provider), case workers, school personnel, and/or probation officers participate in monthly reviews to assess progress of youth
 - are provided opportunities to participate in extracurricular activities such as sports, plays, clubs, and/or groups
 - participate in activities as a group such as bowling, painting, swimming, picnics, playing at the park, hikes on the mountain, going to movies, etc.

• Program Results/Impacts (use bullets)

- Explain how much (quantity) service the program delivered
 - 161 youth served
 - i. 27 ages 0-12; 134 ages 13-17
 - ii. 90 male; 71 female
 - 1,127 days of service, shelter, food, safety, clothing
 - 2,158 meals provided
 - 143 family or case plan/intervention plan meetings held
 - 194 community resources provided/referred to
- How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
 - Crisis Shelter Youth:
 - obtain safety and security in times of crisis. When crisis is over, or when a more permanent option is found, youth depart from the program.
 - obtain a safe place to stay during moments of hostility, tension, anger, aggression, or frustration at home; time is provided to both the youth and the family for negative feelings to abate before returning home. Providing an option for parents to remove youth from the home/school reduces episodes of violence and possible abuse (from parent and from youth).
 - who are homeless or who have runaway receive safety, clean clothing, shelter, a bed, and safe place to be while awaiting further placement/assistance.
 - often avoid juvenile detention or other court/criminal justice-based program; providing a safe place for youth and avoiding jail or criminal justice systems means we keep our community healthy and strong, reduce the number of adults in jail, and increase positive outcomes throughout the community.
 - safety planning provided to residents in need. Residents and staff identify a safety concern and address that concern by identifying tools to help reduce the risk. Tools used include reading, journaling, taking 5 minutes in their room, calling their parent/guardian, using the fitness room.
 - after care support calls made to families addressed continued concerns, identified further need, and provided referrals to additional resources
 - Group Home Residents:

- receive a community-based placement that allows for step-down transition back to home. Step-down transition allows for families to reintegrate at different levels, which increases the possibility of successful reintegration.
 - participate in a program that teaches life-skills, enhances positive social development, improves school attendance, grades, and behaviors, promotes positive coping skills, and improves overall behavior at home and school.
 - are connected to community resources such as: individual and family counseling, medical/dental care, parenting/family classes, behavior enhancing youth groups (such as pro-social youth groups, boxing clubs, etc.)
 - obtain educational support which improves grades, performance, behavior, and success in school
 - obtain behavior, educational, and social intervention skills while avoiding juvenile detention and/or a higher level or restriction/placement.
 - safety planning continues to be provided to residents in need. Residents and staff identify a safety concern and address that concern by identifying tools to help reduce the risk. Tools used include reading, journaling, taking 5 minutes in their room, calling their parent/guardian, using the fitness room.
- What does your analysis of the past year's data tell you about what is happening to the impacted target population?
We continue to witness families in more extensive and concerning levels of crisis; including higher levels of behavior concerns. The needs of individuals and families are greater and the supports available are decreasing.

● Results Analysis

- How could the program have worked better?
 - Crisis Shelter:
 - Suspended Youth: One of the challenges faced in our crisis shelter over the past three months is the intensive need to provide day services to youth in our community. Currently, youth who are suspended from school do not always have the option of being in an In-School-Suspension setting or to utilize the school district's suspension lab. This means youth in our district, who have been suspended from school are expected to stay home from school. This often means youth, who are unable to maintain at school are at home with no adult supervision. Some parents are able to take the time off work to stay home with their children, while some parents are unable to do so. While the crisis shelter program is not designed to be a day program, we feel it is our duty to provide a safe place for youth who cannot be at home. However, this can and is creating a strain on our resources. Without changes to both our funding and our program we will be unable to continue this practice.
 - Group Home:
 - Group Home Placements: Over the past three months we have had three youth court ordered to our group home who needed psychiatric treatment. Two of those three instances the youth experienced such psychiatric distress that they were unsafe to themselves and others and were moved from our program.
 - While we have a strong desire to provide services to youth in our community, we often receive court orders for youth who need higher level of care.
 - Level System: Our group home program has not had significant updates for close to 20 years. While there have been some changes made to assist youth individually and work with the ever-changing needs of families; we have struggled to make the system work for the needs of youth today and the challenges they face in our community.
 - Over the past 8 months our team has been building a new level system for the group home residents. Group home residents are court ordered to participate in the group home program due to delinquent behaviors. We identified this as a need to better assist youth in being successful in school, family, job, and life. Of particular importance was our desire to help residents build the skills needed to be successful in our community. This meant the program needed to teach interpersonal skills, responsibility, focus,

leadership, and life skills. Plus, youth would need to learn how to accomplish tasks, work with others, communicate clearly, be respectful, practice proper hygiene and home cleanliness; while attending school/other education, managing stress and anger, dealing with their mental health and legal challenges, and working through challenges with their family.

- How will you address this?
 - Crisis Shelter:
 - Suspended Youth: We have already begun conversations with community stake holders (School District, WBI, DFS, Juvenile Probation/Court system) to discuss the needs of day programming. While we do not yet know the Crisis Center's role in resolving this issue, we do hope to continue to be a part of the conversations that assist youth in our community.
 - Group Home:
 - Group Home Placements: We have drafted letters which will be going out to DFS, Judges, Public Defenders, District Attorney's, School District, and Juvenile Probation, which better explain the services we provide. We hope this will create a positive change in placement and will provide better support for youth who have chronic and persistent mental health conditions.
 - Level System: Our new level system was implemented in the middle of March. We are looking forward to seeing the results from that system as well as addressing any challenges that come up from a new system.

• Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.

Attendance and Participation



Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered (via intake process)
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office



FY 2017 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Mercer Family Resource Center</u>	Program/ Event: <u>Youth Empowerment Council (YEC)</u>		
Contact Person: <u>Cori Cosner-Burton</u>	Phone Number: <u>265-7366</u>	Date: <u>3/25/19</u>	
Please Select One:			
1 st Quarter _____	2 nd Quarter _____	3 rd Quarter <u>X</u>	4 th Quarter _____

1. Mission

Please state the agency's mission/vision:

Mission: The Youth Empowerment Council is a substance free, responsible, and open group of young leaders that collaborate to better the community, support one another, inspire youth, grow, and lead by example; for youth, by youth

2. Financial Information

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**
See Attached Document

3. Program significance

a. *Using bullets describe the individuals who are the focus of your work and are influenced by your activities.*

*The Youth Empowerment Council (YEC) is a group of youth, 12 to 17, in Natrona County that work together to promote growth and change throughout the community. The YEC chooses their focus according to the areas they feel are important for society.

*The main population that YEC tries to focus on are young people in our community. Being a YEC member gives youth the opportunity to help better our community and better themselves by building resumes, life skills, ethics and developing morals.

b. *What impact did the program have on the specified target population and community?*

The impact that YEC has had on this specific population has been incredible, with over 97% of youth being able to identify healthy alternatives to substance use and reporting feeling more informed about suicide. These programs are proactive, impactful, and accessible to youth in our community! YEC gives youth opportunities to attend events that are in a safe, substance free environment. Traditionally, many of the youth who participate in the YEC events are only able to do so because the events are of no cost to them. We see the value of providing such events and opportunities to the youth in our community. These events allow youth to collaborate with their peers, and to become a member of something bigger than themselves. YEC also presents different programs such as SPAT (Suicide Prevention Awareness Team) and BAT (Bullying Awareness Team). The information in these programs are typically presented within the Natrona County School District. YEC also has a substance free sub-committee called #WYAMPLIFY. The objective of this program is for youth of Natrona County to find what activities amplify their life, such as arts, music, sports, literature, and many others.

c. *Have there been significant trends over the past months regarding your target population?*

Over the last few years, we have been able to keep good rapport with administrators and staff who request the YEC presentations. We usually present to these students and classes quarterly or every semester. Along with the middle and high-schools that we present to on a regular basis, we are having new schools including elementary schools and partnering counties ask for the presentations. When it comes to YEC members, we have a steady group of 10-15 youth who attend meetings and activities on a weekly basis. On average we are seeing one or two new youth each month, with 11 new members since the beginning of the school year. We are always looking at new ways we can recruit youth in the community to be a part of our program. This year we plan to attend lunches at the middle and high schools in order to recruit new members. We are also planning on attending back to school night at the beginning of next year to collaborate with parents.

4. Results

a. *Please describe the outcomes/outputs*

Outcomes: When looking at outcomes, YEC really tries to focus on educating their peers. They are focusing on changing the knowledge and attitudes of individuals who may come into contact with someone who may be contemplating suicide or been involved with bullying. The programs that YEC provides to their peers, teach other youth the warning signs and prevention skills. YEC also works with their peers to reduce drug activity through #WYAMPLIFY. They provide substance-free activity in Natrona County for all youth ages 12-18. The main outcome that YEC would like to see is a significant reduction in suicides and bullying in Natrona County as well as youth substance use.

Outputs: From July 1, 2018 to August 31, 2018, YEC provided 1,293 hours between weekly meetings, member activities, and community volunteering. From July 1, 2018 to December 13, 2018 YEC has consistent weekly attendance of 10-15 youth. YEC provided an additional 667 hours to their peers with the Suicide Prevention Awareness Team presentations. Over the course of summer, YEC has presented to a total of 655 students. As we are seeing an increase of bullying cases in the schools, we are being contacted by elementary schools to do BAT and SPAT presentations.

b. *Please describe the method of measurement*

These hours are measured by taking attendance at weekly meetings multiplied by the hour length of the meeting, as well as all activities that YEC members participate in. The hours for SPAT and BAT are recorded by taking attendance of each youth at every presentation multiplied by the amount of time of the presentations.

c. *Please describe the performance results*

The feedback that YEC receives after presenting SPAT and BAT is very positive and shows that YEC is educating students and peers on how to respond to someone who is showing signs of suicide and/or being bullied. We have had many "Thank You" letters delivered to YEC, as well as many young people who have personally thanked SPAT presenters for their time, saying it gave them insight on how to help their peers or themselves. YEC also receives great feedback for the #WYAMPLIFY events that they host. Youth of Natrona County receive tools and resources that help them to maintain a substance-free life. This information is also shown on the surveys that we conduct. In the Program Results area below, there are examples of this provided from recorded surveys.

5. Program Results/Impacts (use bullets)

a. *Explain how much (quantity) service the program delivered*

*YEC meets weekly, and all year round. In the meetings, the discussions revolve around upcoming community events, pro-social youth activities and working on positive change in the community, with different sub-committee presentations.

*During the school year July 1, 2018 to December 13, 2018, YEC has had 30 Thursday meetings. Along with weekly meetings, YEC also participates in an average of two to three

monthly, community or YEC sponsored events (16 community events throughout the summer and beginning of the school year).

- b. *How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.*

YEC has had many success stories when looking back at previous SPAT presentations. The positive feedback that YEC gets from young people is very reassuring and helps members continue to educate their peers. A few youth comments this quarter from SPAT presentations, include: "I liked learning about the resources to go to for suicide." and "I like how she gave us tools to help present suicide." *Please see participant pre and post data below.

- c. *What does your analysis of the past year's data tell you about what is happening to the impacted target population?*

When analyzing the data collected from surveys provided to each student, we are able to see that there is significance in the Suicide Prevention Awareness Team, Bullying Awareness Team presentations and #WYAMPLIFY substance-free activities. Please note the provided statistics below:

1. Bullying Awareness Team
2. Suicide Prevention Awareness Team
 - i. 82% of students that viewed the SPAT presentation stated they are more aware of local resources pertaining to teen suicide.
 - ii. 93% stated they now know how to get someone help if they are suicidal.
 - iii. 98% of students believed that after viewing the SPAT presentations that it is possible to get help for a suicidal individual.
3. #WYAmplify Substance-free Activities
 - i. 66% of students that attended #WYAmplify activities stated they are very likely to stop or continue to refrain from using substances due to #WYAmplify.
 - ii. 100% of students that attended #WYAmplify activities stated that they received skills and resources to resist substance use.
 - iii. 100% of students that attended #WYAmplify activities stated that they were very satisfied with the #WYAmplify activity.

6. Results Analysis

- a. *How could the program have worked better?*

Working with youth can be rewarding in a variety of aspects. Working with youth can also be very challenging. Keeping the attention of youth plays a huge role in keeping the youth active in YEC as well as in our community. Allowing YEC members to pick what they would like to advocate for is one way to make sure they stay engaged. Accountability with youth can also be a challenge. Although some members struggle with this concept, they have been working together as a council to hold each other accountable, including managing their own behaviors inside and outside of the YEC meetings and activities. The majority of the council believe the meetings need to be ran by Robert's Rules of Order. There have been discrepancies on whether the meeting should be strictly outlined verses more of a social hour. As a compromise, YEC has been having a social hour before the YEC meeting and tightening up the meeting with Robert's Rules, working hard, and getting business completed in a timely manner.

- b. *How will you address this?*

We intend to continue recruiting new members into YEC to create a stronger council. One way of doing this is for the coordinators to visit current members during their lunch hour to become more involved and known in the schools. We also held two Youth Town Hall meetings where we got insight on what the youth of Casper want to see in the community. Therefore, we will be holding more youth led events and continuing to listen to the youth of Casper with future Town Hall meetings. We currently have plans to keep reaching out to

different schools in Natrona County for the opportunity to do more outreach presentations. YEC is being contacted by Elementary Schools to do SPAT presentations. YEC is a SADD (Students Against Destructive Decisions) Chapter. Through this organization, we will reach out to youth in our community about the dangers and consequences of drugs, underage drinking, and traffic safety. This year YEC is collaborating with David Street Station to host Zombie Ball this summer. Zombie Ball is a substance-free dance open to all youth ages 12-18. YEC will be providing a free night of fun, food, games, and music.

Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.

Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office



CITY/NCSD#1 - YEC - BUDGET		Qtr 1	Qtr 2	Qtr	Qtr 4		
Category	Allocation	Jun-Sep 18	Oct-Dec 18	Jan-Mar 19	Apr-Jun 19	Expenses	Balance
TOTAL AVAILABLE	\$22,500.00						
Salary	\$15,347.25	\$3,806.88	\$3,741.96	\$2,960.30		\$10,509.14	\$4,838.11
Benefits	\$371.25	\$352.22	\$264.75	\$191.60		\$808.57	(\$437.32)
Payroll Taxes	\$1,278.00	\$301.14	\$297.18	\$236.77		\$835.09	\$442.91
Background Checks		\$0.00	\$0.00	\$0.00		\$0.00	
Communications		\$0.00	\$0.00	\$0.00		\$0.00	
Advertising	\$121.50	\$0.00	\$0.00	\$0.00		\$0.00	\$121.50
Mailing Postage	\$36.00	\$0.00	\$0.00	\$0.00		\$0.00	\$36.00
Printing Copying	\$153.00	\$52.50	\$0.00	\$0.00		\$52.50	\$100.50
Telephone Internet	\$279.00	\$0.00	\$0.00	\$0.00		\$0.00	\$279.00
Contractual Services	\$789.75	\$13.64	\$461.64	\$1,172.39		\$1,647.67	(\$857.92)
Curriculum/Program Costs	\$0.00	\$0.00	\$6.82	\$0.00		\$6.82	(\$6.82)
Equipment	\$6.75	\$89.24	\$0.00	\$0.00		\$89.24	(\$82.49)
Events Community Ed		\$0.00	\$0.00	\$0.00		\$0.00	
Incentives/Gifts	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Insurance	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00
Marketing	\$216.00	\$437.76	\$90.00	\$124.07		\$651.83	(\$435.83)
Meetings Trainings	\$126.00	\$0.00	\$70.00	\$0.00		\$70.00	\$56.00
Professional Consultant Fees	\$787.50	\$0.00	\$0.00	\$0.00		\$0.00	\$787.50
Space Costs Utilities	\$1,210.50	\$89.15	\$80.16	\$405.38		\$574.69	\$635.81
Supplies - Operating	\$411.75	\$152.74	\$116.58	\$21.88		\$291.20	\$120.55
Supplies - Program	\$756.00	\$167.36	\$153.63	\$465.62		\$786.61	(\$30.61)
Travel/Transportation	\$609.75	\$624.53	\$0.00	\$0.00		\$624.53	(\$14.78)
TOTAL	\$22,500.00	\$6,087.16	\$5,282.72	\$5,578.01	\$0.00	\$16,947.90	\$5,552.10



YEC Events: Fiscal Year 2018-2019

- **July 10th** – YEC participated in the Casper summer parade advertising for Family Day. Following the parade, YEC volunteered at Family Day.
- **July 26th** – YEC held a donation drive at Walmart to receive donations for the Ronald McDonald House in Salt Lake City, Utah.
- **July 30th -August 2nd** - YEC participated in the Wyoming Youth Summit on Prevention at Mallo Camp in Newcastle, WY. Here, YEC did a SPAT presentation and collaborated with youth from around the state to gain tools and resources focused on prevention.
- **August 18th-21st** – YEC took a trip to Salt Lake City to serve breakfast to families at the Ronald McDonald House as well as do team building.
- **October 4th**- YEC presented SPAT presentations to several high school students in Newcastle.
- **October 16-17th**- YEC presented SPAT presentations to Dean Morgan Middle School.
- **December 12th**- YEC participated in Challenge Day at Dean Morgan Middle School.
- **December 13th**- YEC held a #WYAMPLIFY substance-free event at David Street Station's Ice Skating Rink.
- **December 18th**- YEC volunteered at the Toy Distribution hosted by Casper Housing Authority. Here the youth played and entertained the children while their parents got to shop for Christmas gifts.
- **January 7th**- YEC did a SPAT presentation at Sagewood Elementary School.
- **January 19th** – YEC hosted a donation drive at Walmart for Game for Family Game Night hosted by Mercer Family Resource Center.
- **January 24th** – YEC held a #WYAMPLIFY substance-free event at Sunrise Bowling Lanes.
- **January 31st** – YEC did a SPAT presentation at the Science Zone.
- **February 7th** – YEC volunteered at Family Game Night where they played games with families.
- **March 18th & 19th**– YEC did SPAT presentations at Dean Morgan Junior High.
- **March 21st** – YEC held a #WYAMPLIFY substance-free event called Youth Top Chef in collaboration with Cent\$ible Nutrition Program. Youth had the opportunity to see how being a chef could amplify their life.

The Youth Empowerment Council is a community organization that recognizes and fosters the youth of the community of Casper. This organization is led by the youth for youth. YEC's main mission is to reach out to the community, volunteer, and to provide leadership opportunities to our youth. The group is very diverse and we have kids from all walks of life. YEC's weekly meeting provides a safe, positive, substance free environment in which the youth can learn to work together, focus on important issues, and let their voices be heard!!
