

---

# CARROLL

INSTITUTE

---

## Annual Report

October 2024





## **Our Mission:**

**“Creating Pathways to a bright  
future”**

## **Our Vision:**

**“To be the provider of choice  
for a behavioral health  
continuum of care for at risk  
individuals and families”**

---

## **Board of Directors**

**Chairperson.....Jason Leach**  
**Vice-Chair.....Mark Broders**  
**Secretary.....Sandy Frentz**  
**Treasurer..... Mary Pat Mullen**

## **Board Members**

**Mark Borders, CPA .....RSM US LLP**  
**Joe Bosman .....Minnehaha County Sheriff's Office**  
**Chad Conaway.....Harrisburg School District Director of  
Student Services**  
**Sandy Frentz .....Retired Public Health Manager  
City of Sioux Falls**  
**Emily Herbert .....Minnehaha County Public Defender**  
**David Hieb.....Boyce Law Firm, Associate Attorney**  
**Lt. Jason Leach .....Operations Lieutenant/Honor Guard  
Sioux Falls Police Dept.**  
**Mary Pat Mullen .....KMWF & Associates, Partner**  
**Fran Rice .....Health Connect of South Dakota  
Executive Director**  
**Gary Tuschen .....Retired Executive Director  
Carroll Institute**

---

# Executive Director

October 31, 2024

On behalf of the Carroll Institute Board of Directors and Management Team, we are happy to report that FY24 was another successful year! We continued strong efforts to focus on workforce development and employee recognition strategies. The Employee Recognition Committee continued to provide a wide variety of opportunities for people to participate and get to know each other. Each month, there was something going on! One of the most appreciated implementations we had this year was the snack cart and drinks. Every day, we had snacks and beverages available to our team to enjoy or use as a “pick me up” in the afternoons!

In review of our 2021 Strategic Plan, here is an update on our progress for the priorities identified within the goal of reducing staff attrition:

Implement a full-time Human Resources position to address the needs of the growing agency. This position would alleviate HR duties from a variety of leadership positions and streamline the onboarding process and the training needs across all departments of Carroll Institute

After a significant management level vacancy in November, we revised our residential program needs and did some restructuring. The team pulled together nicely and was able to come back stronger and more confident in the residential setting. Our technician positions continue to be our highest area of turnover, but this year, the turnover has been positive, and we are recruiting more talent and energy than we have in years! Josh Disburg agreed to take on the Residential Services Program Manager role and has been a level of strong stability in the Arch for the better portion of this year. He has focused on managing the team with more hands-on leadership and getting involved in situations to remain visible to the clients as well as the staff. Kristi Jacobsma stepped up late in the fiscal year to take on the role of Arch Admissions. She has been instrumental in reviewing assessments and placement requests to ensure we are putting the right people in the Arch and serving them to the best of our ability.

Employee mental health continues to be at the forefront of our management team focus. Our team is educating themselves and reaching out more frequently for help when needed.

Marisa Draper has taken on the role of Human Resources again to help with employee benefits, recruitment, retention, etc. She has also expanded her finance team to help with oversight and backup needs. This has always been a goal to ensure we are monitoring and enhancing Carroll Institute’s financial position to the best of our ability.

---

**Increase the investment in our supervisors and leadership team. Provide support, training, education, ongoing feedback, guidance and communication to our department supervisors to ensure they are placed appropriately and can best meet the needs of the department they serve.**

**We continue to provide internal training days to help everyone come together, learn new techniques of implementation and ask questions to ensure clarity in the expectations of managers and supervisors.**

**Staff still have access to training dollars every year to enhance their scope of practice and implementation to ensure high quality services are offered.**

**Josh continues to provide the required annual training requirements and updates as needed.**

**Set clear, achievable, specific expectations for all positions. Carroll Institute is a growing entity and we have not implemented additional positions with clear expectations and outcomes. This is an area that needs to be better defined and communicated to staff. Specific areas to address as soon as possible include but are not limited to: productivity, scheduling, flexibility/availability, avenues of communication and frequency, outcomes, and advancement opportunities.**

**FY24 noted the first time that we did performance evaluations on someone's actual anniversary date rather than in June of every year. This has allowed supervisors and managers to focus on one evaluation at a time and make it more personalized to that employee, giving them a true reflection of their performance. We have also been able to celebrate more individual achievements throughout the year and focus on retention! Carroll Institute was fortunate in FY24 to receive financial support from the State to provide recruitment and retention investments. We chose to do this in the form of quarterly bonuses that were calculated based on years of experience and good standing. Some employees were awarded thousands of dollars in bonuses during the year! We were also successful in providing self-care activities paid for by the agency. This was a broad scope for employees to get creative and find ways to invest in themselves.**

**Another Strategic Planning goal was to expand services to meet the growing needs, with an emphasis on residential and behavioral health:**

**We continued to see employees expand their training and scope of practice. For some, this was in the form of additional licensure, supervision plans, or training certifications. All ways to enhance our service delivery!**

**Early in the fiscal year, we moved the CCS team to the downtown location and we were able to sublease the office building on Southeastern Avenue. This has been a positive move and allowed CCS to set new financial goals and staff expectations to better serve.**

---

**As we embark on FY25, we have a lot of irons in the fire! We have reviewed and approved the plan to move to One Campus. We are working with VanDeWalle Architects to design plans and ideas for all of Carroll Institute to be located at 516 W. 12th Street as an expansion of the existing residential building. We are in a strong financial position to continue our current staffing structure and redevelop our programs to better serve the community! Our partnerships with referral sources, financial institutions and the Division continue to be strong and productive. Our team continues to be more cohesive and forward thinking! We will finalize our Core Agency Values in August 2024 and begin to implement these in our everyday operations.**

**Thank you!**

**Tiffany Butler, MA, LPC, QMHP  
Executive Director**

---

# Outpatient Services Annual Report

## Counselor Accomplishments:

Jen Plooster earned her bachelor's degree in May 2023, and was presented with the degree in July

Alyce passed her Alcohol and Drug Counselor Examination earning her LAC in July

Melissa Wiese passed Alcohol and Drug Counselor Examination earning her LAC in August

Jenn Arnold graduated with her master's degree in December

## Counselor transitions:

Throughout the year, we had three counselors leave the facility for various reasons, however, we were successful in replacing all three!

## Department Updates:

We implemented a new client list. This has been overall helpful with the organization of group lists and waitlist. Our challenge with this client list was consistency throughout the year. We hope to improve this even more in the near future.

FY24 saw significant changes in our group schedules. Due to attendance issues, appropriate placements and counselor transitions, we shifted our group schedules multiple times in hopes of targeting client needs.

Our parole meetings moved from monthly to quarterly

Throughout the year, counselors were challenged with the loss of several clients and during the fall, counselors reported an increase in suicidality among clients

Due to a decrease in attendance, we discontinued client incentives in IOP groups beginning in September

Counselors worked together to provide a Thanksgiving potluck for the evening clients the night before Thanksgiving to encourage engaging with others in a sober holiday activity

In December we switched to conducting performance evaluations during employee anniversaries

At the end of calendar year 2023, we began to focus more on productivity and running monthly reports to identify trends

In March counselors attended the mandatory ethics training and then in May, our team also attended the mandatory all-staff ethics training.

---

**In April we interviewed a candidate for a summer internship, and in June, Gunnar Miller began his internship with us. Lexie Harder began interning with the Prevention Department but also began utilizing a portion of her time with the Outpatient team**

**We had challenges with our partnership with Drug Court, however, we continued to serve the clients while focusing on individual client needs**

**Having qualifying clients apply for Medicaid was a strong focus towards the later part of the year**

**Our counselor Megan attended the NAMI walk in May**

**Jen Presuhn was originally hired with the intention of having her fulfill the role of the contract with Falls Community Health, however, due to their request and willingness to decrease need of time, we had Kristi Jacobsma continue filling the role of this contract. Jen has been focusing her time on assessments, individual sessions, and filling in for groups for other counselors.**

#### **Clinical Meeting Education/Guest Speakers:**

**Kristi J. presented a refresher training on treatment plans and other needed topics based on previous QA reports in July**

**Therapist, Becca Jung, shared about working with gender diverse populations in September.**

**Andrea with CFM came to our October meeting to discuss what MAT is as well as the team approach, they use at CFM**

**Quality assurance record reviews were completed in our December meeting**

**In our January clinical meeting, we had Kristi V. share about screening adolescents as this was identified as an area that needs improvement.**

**A guest speaker from iRecover in Howard, SD, came to share about their inpatient treatment program in February**

**In our March clinical meeting, we had a refresher on writing satisfactory treatment plans; counselors Ben (residential) and Jenny (outpatient) shared their processes**

**In April we began breaking up into small groups for case staffing**

**We reviewed writing effective SOAP progress notes in May**

**Quality assurance record reviews were completed in our June meeting. In our June clinical meeting, we also had a guest speaker from the Hope House, a sober living home for women in Huron SD**

#### **Employee Appreciation:**

**Our ERC team handed out employee appreciation gifts to all employees every quarter**



---

**In August, we had our staff company picnic/summer party at Frank Olson Park**

**In December we had a Secret Santa gift exchange and potluck for the staff.**

**We had our staff Christmas Party in January.**

**We continued to focus on morale boosters and different events each month including our second annual “Homecoming” celebration in September**

**Data:**

**We will be focusing on new technology to assist us with client outcome data in the near future. Currently, we have productivity data to report on for our clinical team. For productivity, counselors schedule 70% of their time in direct services in hopes of targeting 50% productivity. For Revenue, the goal for a full-time counselor is \$11,000 per month.**

**Elizabeth Brown, MA, LAC  
Outpatient Services Program Manager**

---

# Residential Services Annual Report

## July through September of 2023

The Arch housed a monthly average of 96 clients. We hired on two full-time Residential Counselors during this time as well (Matt & Carrie). Arch staff began speaking with both Genoa and Lewis Drug pharmacies in an effort to streamline our medical observation procedures and increase our accuracy. We also revamped our new client admissions process. This was done to be more consistent and to provide a welcoming environment upon arrival. During this time, we also began testing our new software system (Omni).

## October through December of 2023

The Arch housed a monthly average of 102 clients. Kitchen staffing was reviewed and we developed the Head Cook position. We officially went live with our new Omni software system and this has dramatically increased efficiency in the checking in and out procedure. We conducted a K-9 search of the entire Arch with the use of drug dogs from the Sioux Falls Police Department. Mattresses were replaced for the entire second floor of clients, and de-escalation training was conducted for the Technician staff. Two men's specific groups were started along with one mental health specific group. Unfortunately, we had to relieve the Arch Manager of his duties during this time due to ethical concerns. This started the transition of personnel where the Executive Director and the Training Manager/HR would physically be present at the Arch for leadership support while we sought out a new Residential Manager. In November 2023, Josh D took over as the Interim Residential Manager.

## January 2024 through March 2024

The Arch housed a monthly average of 97 clients. Josh D officially took over as the full-time Residential Manager and Training Manager positions. Residential Cooks offered our clients a weekly life skills class in basic cooking. This was received well by clients as a whole, and a small kitchen tools basket was given to those who completed the class. The client savings protocol was restructured during this time with new checks and balances built in to ensure accuracy and confidence.

## April 2024 through June 2024

The Arch housed a monthly average of 92 clients. Clinically, we changed from billing 5 hours a week of group therapy to 9 hours a week. This was for all State, CJI, and Federal clients. A DBT group was added as well as Social Support to Matrix to the IMT program. We also added a case manager position due to the growing number of clients and their needs. Carrie took over as our Drug Court representative, and Kristi J took over the bed list for those looking to gain entrance into our program. Her experience and assistance with this has benefited the Residential Program greatly. We conducted another K-9 search of the entire Arch with the use of drug dogs from the Sioux Falls Police Department. We went with Lewis

---

**Drug Pharmacy and began implementing their bubble pack program and offered clients financial assistance with obtaining medications. In June we started offering clients activities to involve themselves with if they were unable to leave the facility. These included weekly walks, beading sessions, coloring, and nail painting times. They were also given incentive gifts for doing extra work around the Arch and cleanest floor contests.**

**Overall this has been a wide transition period for Residential Services. We have continually built up Technician numbers and are steadily maintaining them more than we have before. A great deal of this comes from the change in culture of our work environment. We strive for positivity daily and in keeping our clients headed in the right direction by providing a stable environment for them.**

**Josh Disburg  
Residential Services Program Manager**

---

# Adolescent Program Annual Report

The Adolescent Team has completed another successful school year. During the 2023-2024 school year, the team provided:

- 790 classroom lessons
- 1,337 individual sessions
- 60 substance abuse screenings/assessments
- 167 SADD/TATU meetings
- 11 threat assessments totaling 119.5 hours.

## Department Updates:

The team has made the decision to swap out “prevention” for “adolescent” in the name of our program in hopes of helping schools understand our services are not just substance abuse prevention, but also helping students of all ages build up protective factors and build strong mental health skills. We also are offering Adolescent Treatment services now at our downtown office as well! We are exploring if a complete name change is necessary or if “Project Awareness Adolescent Program” is descriptive enough.

Dominique Gunn provided school counseling services for Garretson School District for second semester of school year 2023/2024 after their school counselor resigned mid-year.

The Adolescent Program expanded to offer Level 1.0 for adolescents. This has been slow to pick up with 1 to 4 adolescents at any given time. Dominique is the counselor running Adolescent Level 1.0.

Dominique Gunn is planning to begin a Level 2.1 for Adolescents here at Carroll Institute.

The Adolescent Team offered threat assessments last school year based on the number of days the school contracted for. The previous year we opened it up without limits and were overwhelmed with threat assessments. This year they were still busy but providing threat assessments based on the number of days they are contracted for was manageable.

We continue to evaluate the needs of our schools each year. Currently we are seeing a large need for mental health services and continued vaping prevention and cessation resources.

The Adolescent Program Manager sent out over 200 letters to the Sioux Falls School District, other schools that are not currently contracted, area agencies, and other important people in our community to raise awareness and invite schools to contract with us.

## Funding:

The Adolescent Team applied for the Opioid Settlement Grant and Sanford Grant Money but were unfortunately not unsuccessful in being awarded for either.

---

The Adolescent Team applied for the Tobacco Youth Community Engagement Grant, Sioux Valley Round Up Grant, and a Suicide Mini Grant all of which they were successful in obtaining. The intention is that the suicide mini grant will be helpful in addressing school's concern for mental health needs they are seeing. Additionally, the Adolescent Team was awarded Meth Dollars from the Division in addition to their usual Block Grant Dollars.

The Adolescent Team submitted four EBP's (Evidence Based Programs) they regularly use to be approved by the state for billing and were successful on three of the four.

#### **Community Events:**

August 2023 Adolescent Program Manager Kristi VanDeRostyne attended the Turner County Fair to raise awareness on our services.

Tracy Naughton attended the Hartford Public Safety Day August 2023 to raise awareness on our services in their community.

October 2023 Carrie Ishmael's TATU group participated in Trunk or Treat in Worthing.

November 5, 2023, SuFu Creative put on an event, "Gallery of Hope" to raise funds for the Adolescent Program. After that event SuFu Creative began planning an event to be held in the CI parking lot June 7, 2024. That unfortunately was postponed due to rain and rescheduled to August 2.

The team attended many fall and spring parent teacher conferences at their schools to bring awareness to our programs and talk to parents about how to access their Adolescent Counselor.

#### **Staffing:**

The Adolescent Team lost two counselors this year, Tracy Naughton-February 2024 and Carrie Ishmael- June 2024. The transition that happened February 2024, left the Adolescent Team stretched very thin to end the year and caused pressure on all Adolescent Staff to cover responsibilities.

The Adolescent Team was successful in hiring a part time counselor, Lexie (Alexis) Harder. She is currently shadowing the JDC counselors. She will be taking over JDC in August and in the future running Level 2.1 when that gets started with Dominique Gunn. Lexie is also interning with CCS as a marriage and family counselor.

The Team will have a fall intern from USD working in their department, Lindsey McKague. She is passionate about preventing substance use. She is currently a Technician at the Arch as well.

We are currently in the interview process for an additional full-time adolescent counselor to take over Carrie Ishmael's position.

---

**Challenges:**

The team has been very lucky to have a low turnover rate in the adolescent department in past years. Having a counselor leave during the school year caused considerable pressure and stress on the team.

Dell Rapids School District had a change in superintendents over summer 2023 which caused confusion about our program at the administrative level as the previous superintendent neglected to sign their contract. Fortunately, we were able to negotiate a part time prevention counselor (Kate) and part time mental health counselor (Dominique) to accommodate the mental health services they were requesting.

The Adolescent Team is still exploring how we can implement the Why Try curriculum. Currently we do not have a grant that will approve reimbursing us for time teaching this curriculum. However, our team is very interested in the curriculum that focuses a lot on resiliency.

**Success:**

The Team secured additional funding from three new funding sources.

The Adolescent Team was approved to bill three new EBP's.

The Team hired a part time staff member and has a fall intern starting soon.

For school year 24/25 the Adolescent Team was successful in retaining all school contracts from the previous school year. Additionally, Tea Area expanded their contract by a half day.

JDC was provided with services through the summer of 2024.

Partnership with Health Connect. We continue to facilitate the Sioux Empire Coalition monthly together.

The Adolescent Team held their own fundraiser here at Carroll Institute last fall and were able to raise \$3,804 towards their program with the help of the generous staff of CI.

In June 2023 the Adolescent Team was invited to speak at the SRO conference and obliged.

School-Wide Awareness flyers were shared with schools and communities on Suicide Awareness, Red Ribbon Week, Vaping, Mental Health Awareness, Random Acts of Kindness, Dating Violence, Health Relationships, Alcohol, Marijuana, and Safe and Sober Summer Activities.

**Kristi VanDeRostyne**  
**Prevention Services Program Manager**

---

# Carroll Counseling Services Annual Report

## Q1

This quarter was a lot of logistical planning for the CCS move back downtown. At the end of August, the move was completed successfully! Overall, most clients accepted the transition and moved with us. Caroline Vernon resigned from her position on August 2nd. Our goal for this month was to find businesses to sublease the Southeastern location. September was a big month for CCS as we started providing services downtown. It was also decided that CCS revenue would become a line-item for Carroll Institute. Alyssa visited an eating disorder program in Minnesota and continues to build wonderful professional relationships and Crystal completed a training course on Accelerated Experiential Dynamic Psychotherapy.

## Q2

October was a month of integration between CCS and CI. Prevention Counselor Dominique started providing adolescent services through CCS and Justin started attending outpatient staff meetings in the attempt to build new internal professional relationships and explore therapeutic needs of downtown clients. Early in November, Tiffany was able to sign the final lease agreement for the Southeastern location, covering the costs of that space until the end of our 5-year agreement. Justin completed another Treatment Needs Assessment for the City of Sioux Falls. December was a quiet month for CCS due to holiday schedules and illness for clients and staff. Administratively, we prepared the annual client update document to be ready for January. Counselor Melissa completed Accelerated Resolution Therapy; a training offered by DBH.

## Q3

January was a good month for CCS financially, as it was the highest billing month of the fiscal year. We started discussing needs and plans for CCS within the One Campus and continued exploring the integration of services once we are there. February, counselor Melissa left CI/CCS. This had minimal impact on CCS financials due to her small caseload but does decrease accessibility of clinicians. We continued to explore options to increase efficiency in billing and administrative procedures for CCS. In individual supervisions, clinicians report positive satisfactions in their roles with CCS.

---

**Q4**

In April, Gretchen and Alicia attended the South Dakota Counselors Association Conference and Crystal attended the Catholic Psychotherapy Association Conference. Clinicians appreciate being able to travel, learn and connect with colleagues. In May, Gretchen provided all staff an ethics training, titled "Ethical Decision Making through the Lens of Rights and Responsibilities." In June, Alyssa completed her LPC supervision hours and became licensed! Alyssa continues to work towards her LPC-MH and Eating Disorder Specialist certification. In June, it was determined to update CCS service fees, to take effect in July. Clinicians continue to encourage clients to apply for Medicaid. Medicaid has been helpful to provide mental health services to clients once they've completed treatment, as well as expand opportunities for community members.

**Note Count Reports between 7/1/23-6/30/24:**

**Intake Notes: 138**

**Progress Notes: 3366**

**Consultation Notes: 221**

**Rate Billed:**

**FY24: \$621,127.75**

**Increased from FY23 by \$4,138.53**

**Justin Nielsen  
Carroll Counseling Services Program Manager**



---

# HR & Training Manager Annual Report

During FY24, Carroll Institute saw a great deal of transition in personnel as we made a concentrated effort in recruiting and interviewing and building up a solid team of employees. This was prevalent mostly in the Residential Technician position.

Across the entire agency, we had scheduled just under 100 interviews for various positions. Many of these however were no shows or cancellations. We hired 28 new employees in FY24 and saw a loss of 18. Many of those 18 were longer-termed employees that transitioned out.

Other activities that occurred over this time period were quarterly policy review meetings, annual OIG checks on all employees, and we hosted a walk-in interview day at the Arch. Employees were offered TB testing and Flu shots. Quarterly random UA's were administered, and we successfully moved all CCS employees out of their building and into CI main. Carroll Institute also offered self-care money for employees to use in order to help pay for a wellness activity. The goal was to assist employees with a healthy work-life balance.

As we saw changes to personnel happening, we began to look at restructuring leadership teams as well as revamping the rules within the Residential treatment area. This was a long, involved process that eventually changed the successful outcome, for the better, further within the year.

Various trainings were offered or conducted during FY24. These were CPR, AED and Narcan refreshers. Workplace Violence recognition training was offered as well as Workplace Harassment training. We conducted an annual inservice training focused on Ethics.

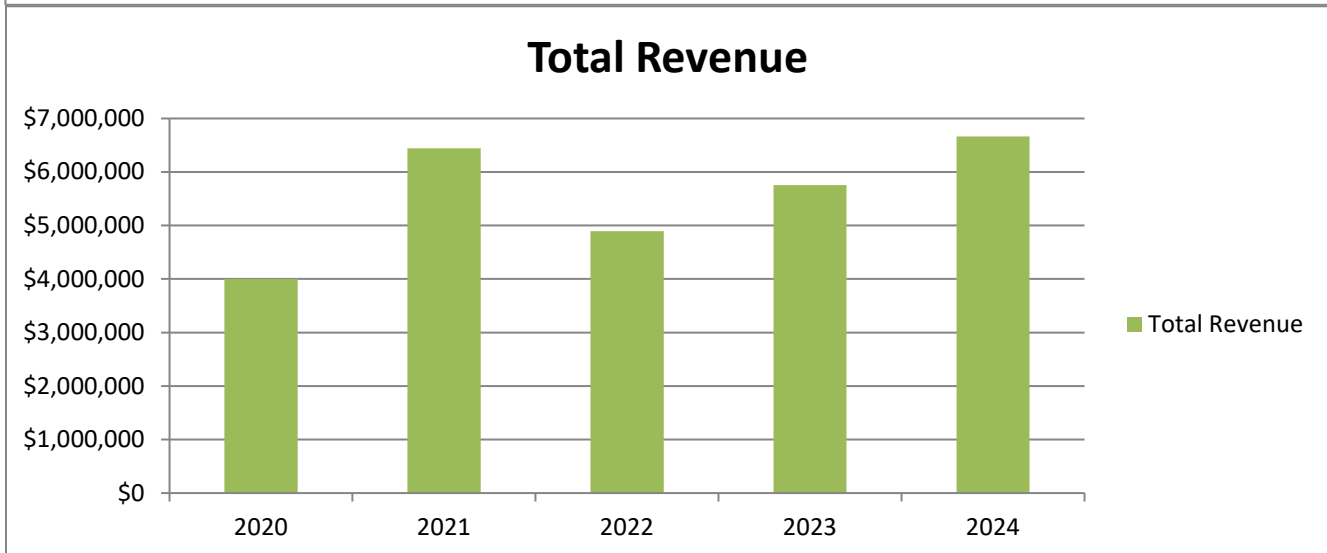
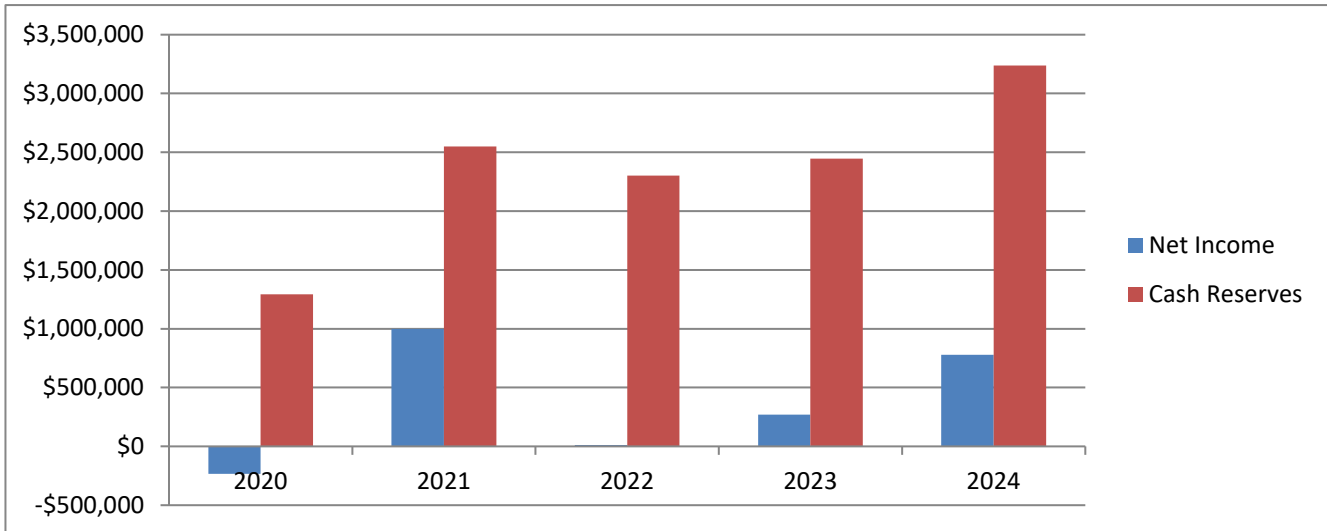
Any employee in a supervisor or management role was offered two supervisory specific training videos to view to help them complete their mandated training for their role. De-escalation training was conducted upon request to the Residential Technician team. This is a topic that we will continue to follow up on with Technicians as de-escalation is a major skill they must possess.

One last change that we saw during this time period was the creation, application and continued training on a Lockdown policy. This came about as a result of incidents that had been occurring at or near the Arch. We added a button that will automatically lock the front access door of the Arch when needed. We have seen an increase in mental health symptoms in the community so we also adopted the "Run Hide Fight" theory as a response to an active threat at any of our locations. This response encourages all employees to get away if possible, and not put themselves in harm's way. If they are not able to run due to the proximity of a threat, they are encouraged to hide, but prepare to fight in a worst-case scenario.

We have seen positive changes over FY24 with personnel. Our team continues to grow, develop, and ready themselves as we prepare for the future and becoming a one campus location.

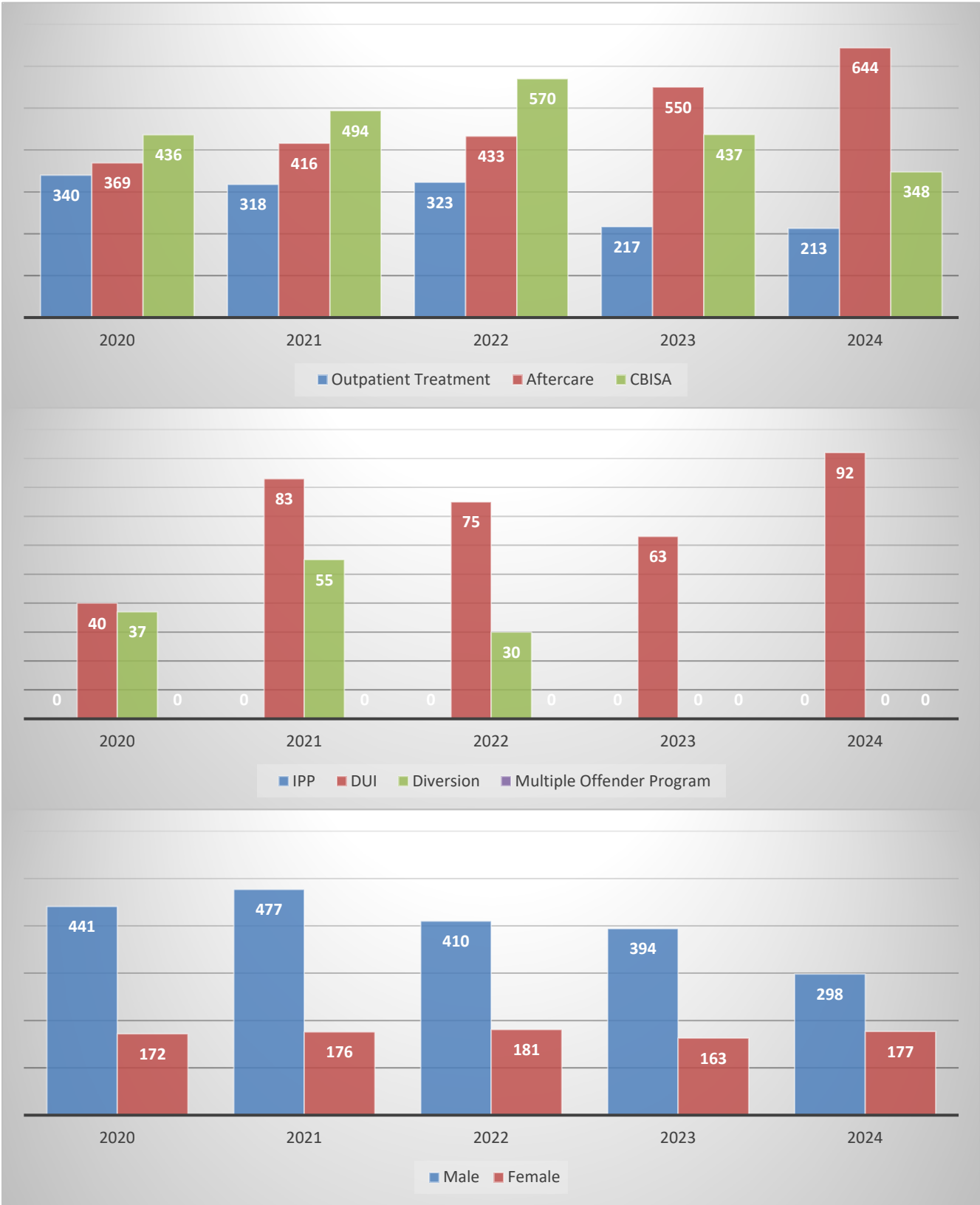
Josh Disburg  
HR & Training Manager

# Financial Summary



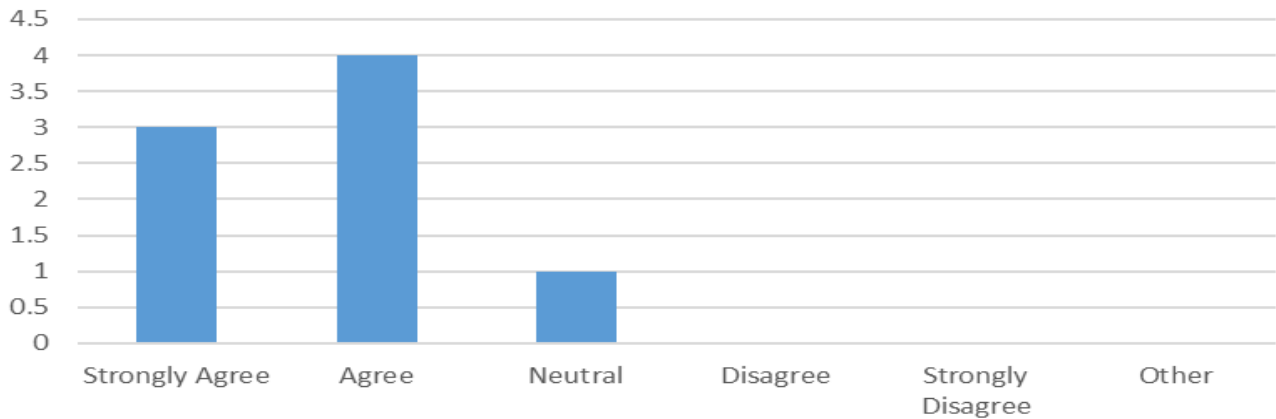
<b>\$1,662,441 · State Contract Outpatient Inc.</b>	<b>\$128,637 · State Prevention Contract</b>
<b>\$40,001 · Client Fees - Outpatient</b>	<b>\$342 · Diversion Class &amp; Link Services</b>
<b>\$43,413 · Contracted Counselor Services</b>	<b>\$32,200 · Rental Income Received</b>
<b>\$12,918 · HHS/Medicaid Provider Stim.</b>	<b>\$3,032,050 · State Contract Residential Inc.</b>
<b>\$184,181 · Grants Income - State of SD</b>	<b>\$224,134 · Department Of Corrections</b>
<b>\$86,483 · Unified Judicial System</b>	<b>\$2,511 · Room &amp; Board</b>
<b>\$171,889 · Interest Income</b>	<b>\$100,990 · US Probation Contract</b>
<b>\$1,189 · Miscellaneous Income</b>	<b>\$184,854 · Food Stamps</b>
<b>\$137,045 · Local Area School Districts</b>	<b>\$611,693 · CCS Client Fees</b>

# Clients Served

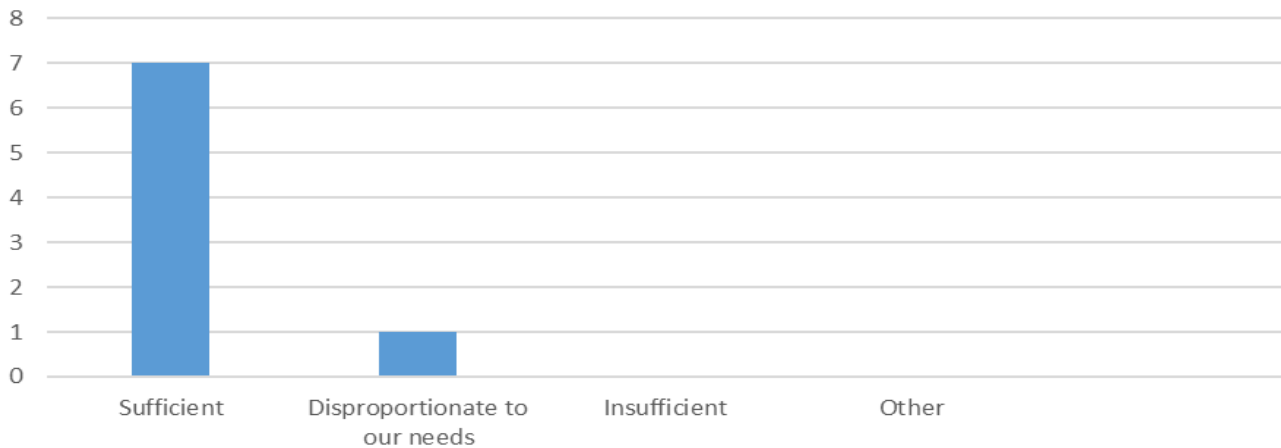


# Board Assessment

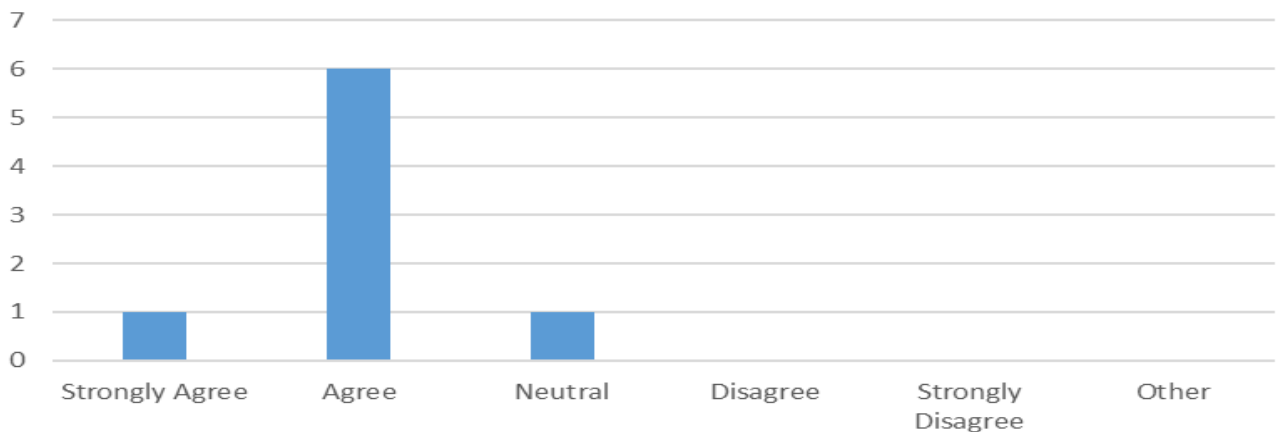
We spend our time in meetings on the most important governance topics



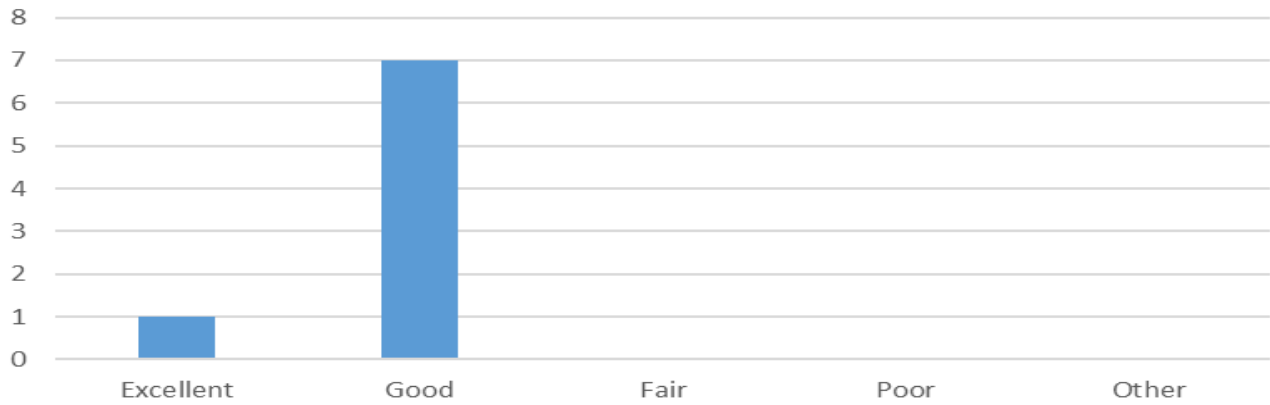
The time spent on financial matters is:



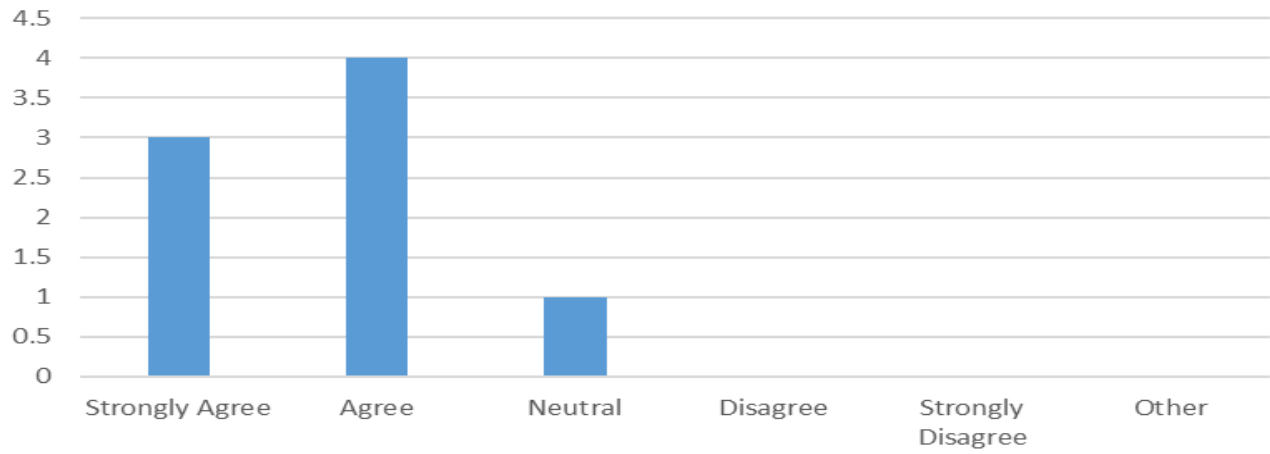
We use our meeting time efficiently



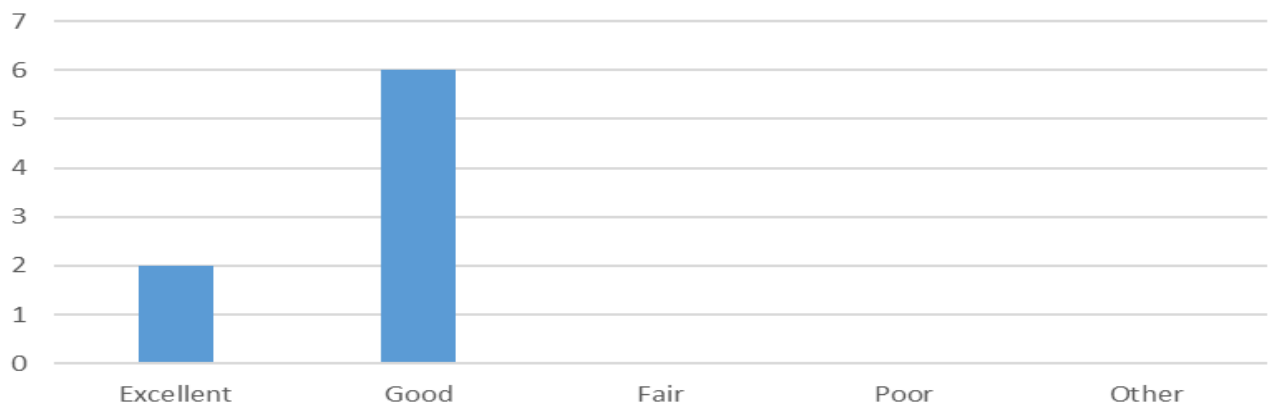
The Board's governance documents that set forth the Board's function and duties are:



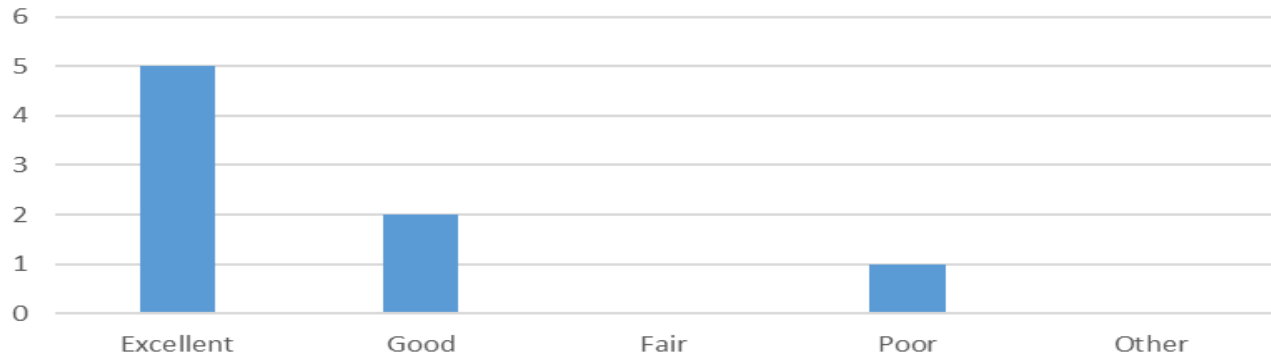
The meetings are chaired effectively



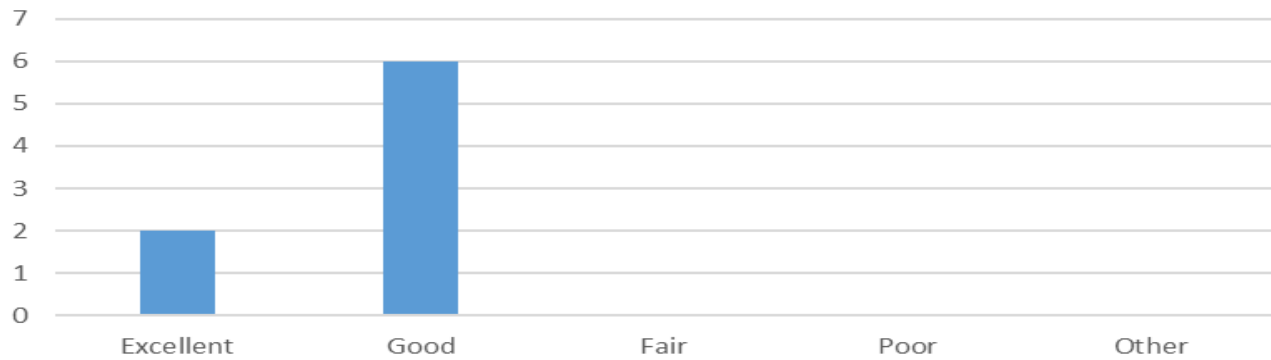
The Board's size in relation to the organizations needs is:



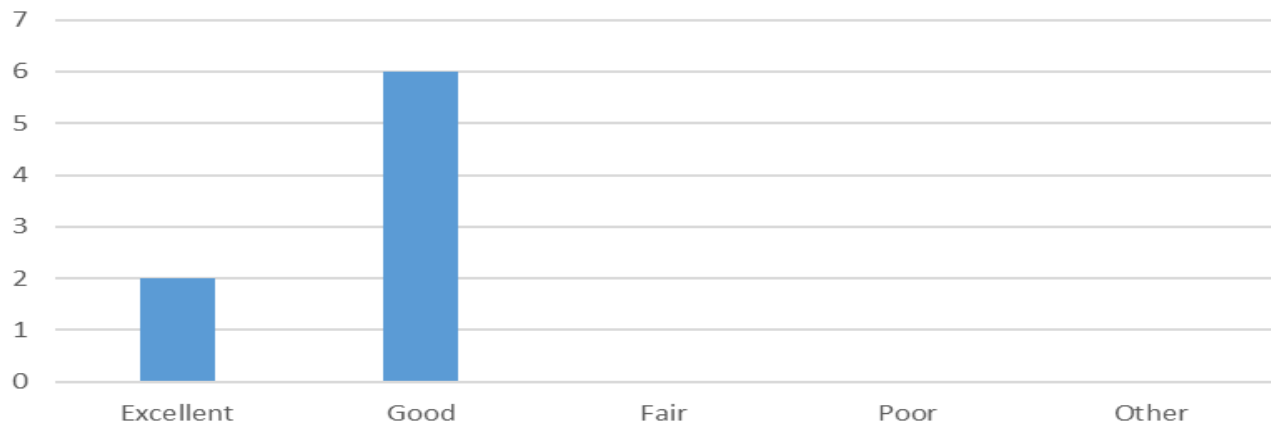
The Board's spread and balance in regards to expertise, age, diversity, interest and point of view are:



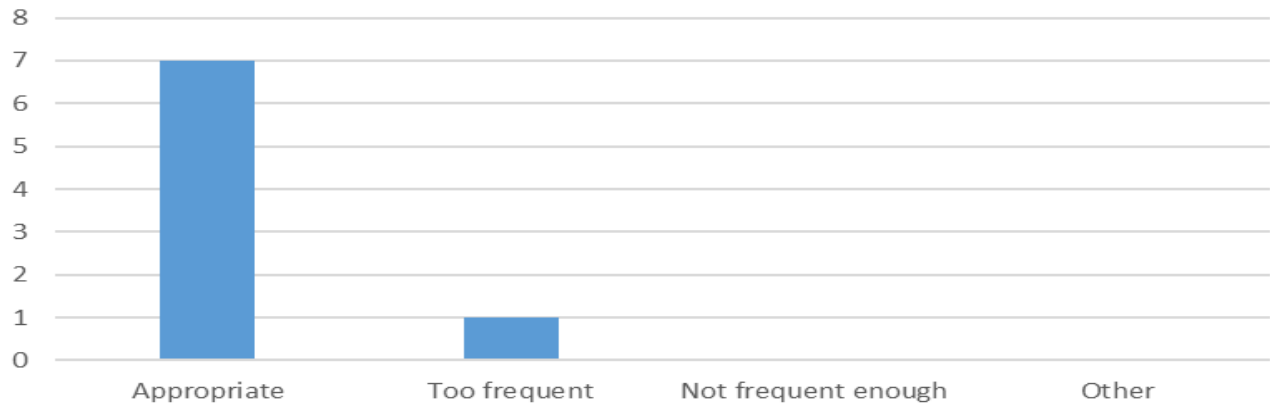
The Board's comprehension of the interests of various constituents with which the organization deal is:



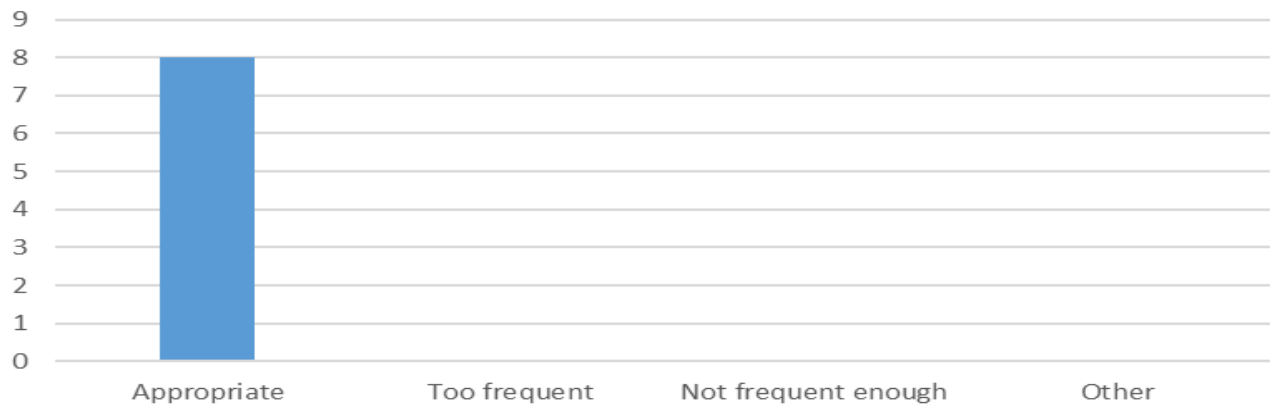
The Board's orientation to the organization is:



The frequency of Board meetings in relation to the organization needs is:



The Board's practices with regard to amendments of the bylaws are:



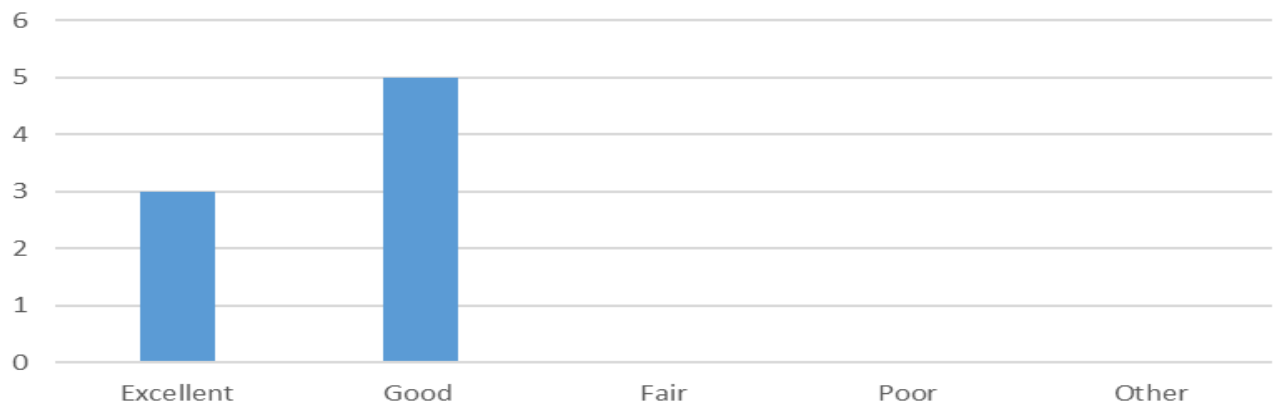
The Board's practices with regard to election of officers are:



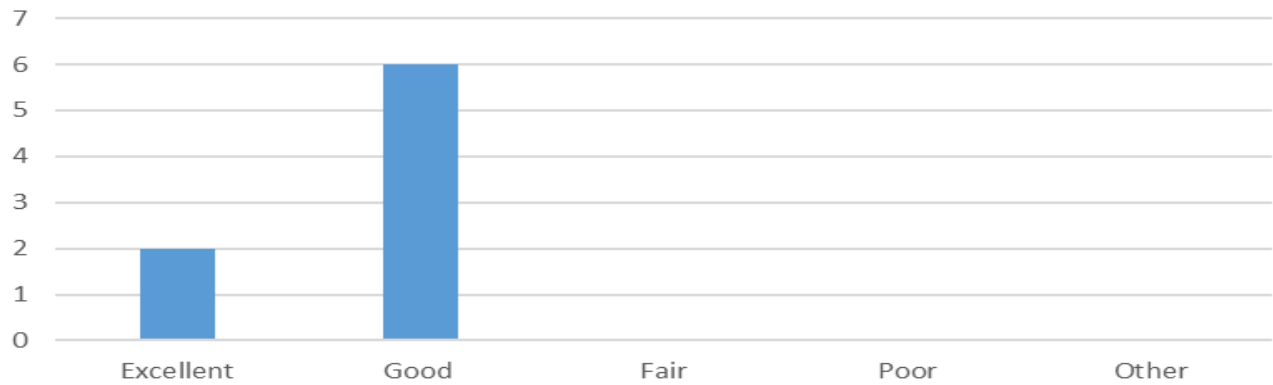
The Board's practices with regard to establishing committees and their mandates are:



The Board's performance in formulating the organization's long term goals is:

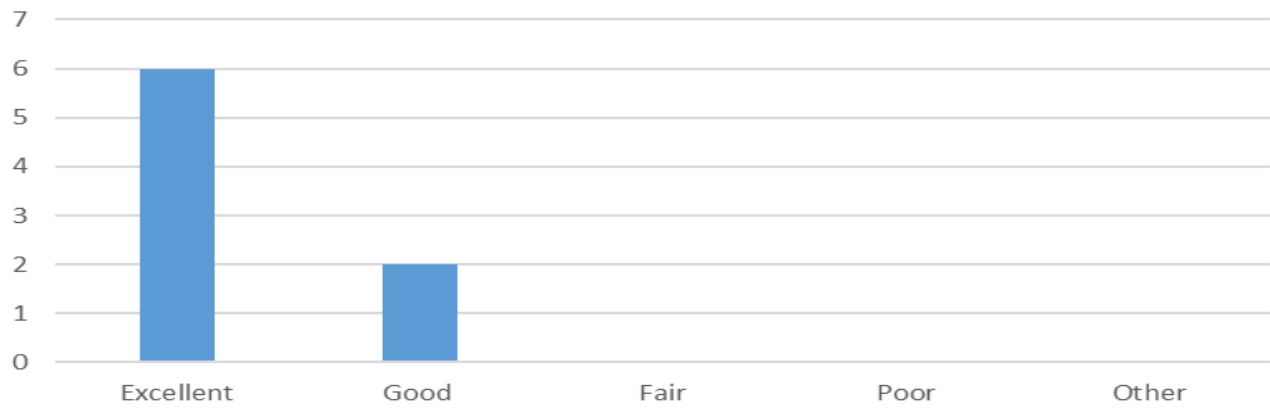


The Board's ability to monitor its own accomplishments and progress is:

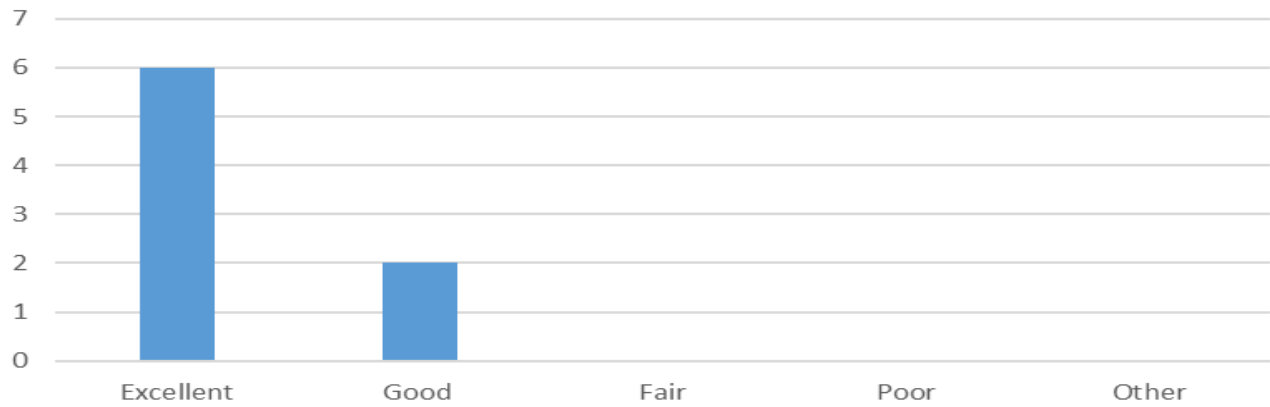




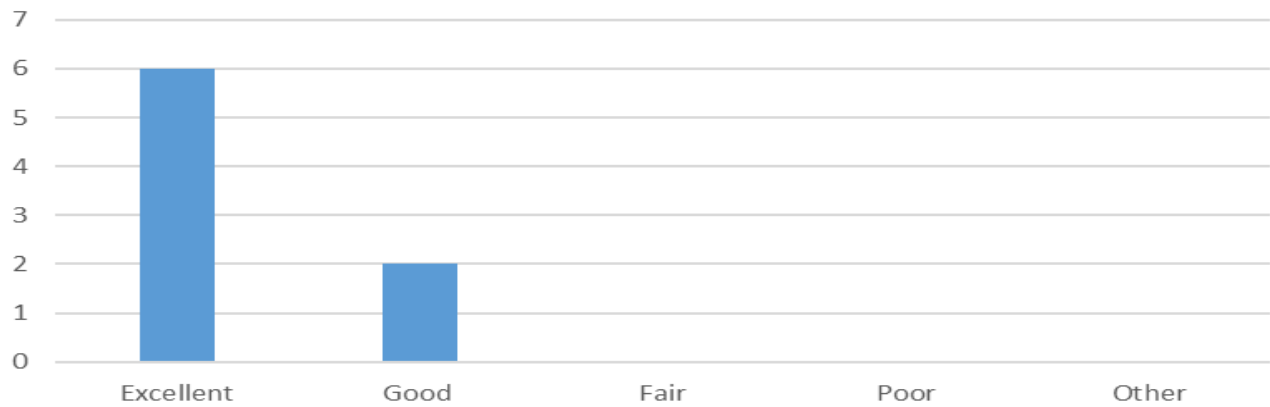
The Board's working relationship with the Executive Director (Tiffany Butler) is:



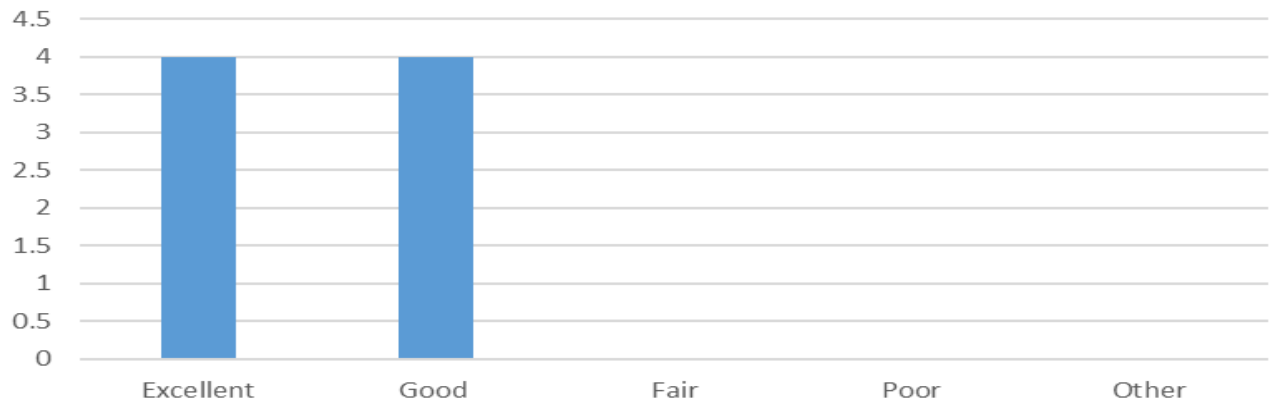
The Board's working relationship with the Training Manager/HR (Josh Disburg) is:



The Board's working relationship with the Finance/HR Manager (Marisa Draper) is:



The Board's working relationship with other agency staff is:



**All data referenced in our annual report is available upon request.**

**Please feel free to reach out if you require any specific details or additional information.**

# Organizational Chart

