

COMMUNITY SERVICES OF STARKE COUNTY  
ANNUAL REPORT -2015

Community Services of Starke County, Inc., is a not-for-profit corporation whose purpose is to provide services to low-income and senior citizens in Starke County. The major federal funding comes from Northwest Indiana Community Action Corporation, Inc., Crown Point, IN, for aging services; North Central Community Action Agencies, Inc. (NCCAA), Michigan City, IN, for various community services and energy assistance; Kankakee-Iroquois Regional Planning Commission (KIRPC), Monon, IN, for public transportation; and Starke County Emergency Services Board (FEMA) for emergency shelter and utility assistance. Local agencies also contribute funds to match these funds.

**SUMMARY OF SERVICES:**

**TRANSPORTATION**

**TRANSPORTATION:** Kankakee-Iroquois Regional Planning Commission funds the agency to provide public transportation in Starke County, as well as Pulaski, Newton and Jasper counties. Title III and Medicaid also provide funding for elderly, low-income and disabled persons. For every dollar spent on transportation, approximately \$.50 must be raised through fares or local donations. We are still suffering from the federal and state cuts from 2013.

CSSC provided 10,164 trips (126,832 passenger miles) to 734 unduplicated persons from 1/1/15-11/30/15. Of these trips, there were 1,181 Title III trips by 82 people.

The Transportation Advisory Council, chaired by Ben Warren, oversees the transportation program, meeting quarterly to review changes in service, statistical data, costs, revenue, and make recommendations to the Board of Directors on proposed changes in policy. The new antenna was installed and has been working well. Two new radios were installed in vehicles. The dispatcher base in the transportation coordinator's office has had more traffic flow causing more static therefore there will be a need to obtain quotes in the future for a new base. Community Services is seeking additional funding to purchase the remaining needed radios. All of the drivers attended many of the required trainings in 2015. Defensive Driver training, Bloodborne Pathogens and customer service trainings were just a few of those

trainings. Joan Haugh, Becky Anspach and Gail Staerkel attended the semi-annual INDOT meeting and Becky Anspach and Gail Staerkel attended the INCOST Conference in October. There were no new vehicle purchases in 2015. Community Services underwent two transportation-related reviews, 5311 & Drug & Alcohol, this past fall. Those review findings will be shared with our board once received after the first of the year. The transportation council will need to work with Community Services staff and KIRPC to dispose of vehicle #28. The State of Indiana had ARRA (stimulus) funds remaining, and we In addition to our full-time and part-time drivers, we also continue to recruit volunteers to help when we have an overload of transportation requests.

The Title VI Complaint Procedure's policy was updated this past year.

### ***COMMUNITY SERVICES:***

**INFORMATION AND ASSISTANCE:** Provides access, linkage, and follow-up procedures for persons to all available benefits and services.

We have over one hundred agreements with social service agencies. The agreements state we are aware of the services they provide, and vice versa, and we may make appropriate referrals.

Northwest Indiana Community Action Corporation continues to implement the "2-1-1" information and referral system for the northwest six counties. We have cooperated by keeping them informed about our services.

Other activities we utilize to assist in providing information and assistance include speaking engagements at senior apartment complexes, nursing homes, and local service organizations, as well as participating in the quarterly Partnership Meetings which we co-host with the Community Foundation. Community Services also provides staff to represent Community Services at food drives, the Starke County Health Fair, Jamfest, and many other events throughout the county.

**OUTREACH:** Interventions initiated by an agency for the purpose of identifying potentially hard to reach clients and encouraging their use of existing services and benefits. News releases to the local newspapers, radio stations, and other social media outlets help reach individuals in need of our services. Distribution of brochures to public places and paid ads help reach clients.

**HEALTH EQUIPMENT LOAN PROGRAM:** A health equipment loan program is

offered at no cost to the client. Persons served totaled 185; 72,688 units (days) of service provided.

**FEMA:** The Starke County Emergency Services Board awarded \$9,540.00 to Community Services to administer Phase 32 program to assist low-income households with utility assistance and food. We helped 33 families with utility assistance.

Phase 33 funds notification has not yet been received from the National Board.

**FOOD PANTRY:** The food pantry (through November 30<sup>th</sup>) helped 1,835 unduplicated persons with food boxes. We received donations of 109,986# and distributed 89,909#. The United States Department of Agriculture has provided food allocations to assist with the pantry which are included in the total poundage received. We are required to match pound for pound the amount of government food we distribute. Reports show that we not only matched the government commodities by 50% but we have exceeded that number again this year. The Food Bank of Northern Indiana in South Bend is the area food bank where we can pay a stipend for food items. Donations of food and money from individuals, churches, Boy Scouts, Bass Lake Lions, Kankakee Valley REMC, Economy Auto, WKVI, Five Star, schools, business donors, and banks. Two hundred seventy (270) contributors donated food or money in 2013 (2014 stats not yet available). Special fundraisers in 2014 included the Five Star/WKVI Radio radio-a-thon, Post Offices, Karaoke Jamfest, Boy/Girl Scout drives, school and church food drives, vacation bible schools, and the mayor's Bluegrass Jam Fests.

Rhonda Overmyer is the program Coordinator who oversees the food pantry program, and is assisted by extremely valuable volunteers.

**ENERGY ASSISTANCE PROGRAM (EAP):** November 2, 2015 was the beginning of the 2015-16 program applications for all households. Pre-applications were mailed to senior citizens, disabled households and households with children under the age of five who were eligible for the program last year. Seven hundred (700) pre-applications were mailed in October. We continue to make appointments for the rest of the households that are eligible or for households in a crisis situation where they are disconnected, shutoff, or out of fuel.

Funding for the energy assistance program stayed the same as last year and will receive \$25 for each completed, approved, accurate application.

The benefit allowance is based on the percentage of poverty level, at-risk household status, and type of dwelling. Households who have electric and heat included in the rent and live in

subsidized apartments or homes will not be eligible for energy assistance program. Households that do not have the utility in their name or a member in the household, unless it is in the landlord's name or power of attorney's name, will not receive assistance for that utility bill. Some exceptions apply.

The EAP moratorium protects approved applicants from disconnection by regulated utilities between December 1 and March 15.

Energy education is a component of the energy assistance program. Clients that are eligible for the energy assistance program are given energy education and provided with a 2016 calendar that includes energy savings tips, coloring book and crayons (for children in the household). We are reimbursed by North Central Community Action Agency at the rate of \$25.00 per household.

**COOLING PROGRAM:** The summer cooling program provided three (3) households with new air conditioners. In past years, clients were automatically given a summer cooling benefit, but this year the only assistance was a \$150 benefit for those in a crisis situation.

**SUMMERFILL PROGRAM:** There was no summerfill program this year.

**NIPSCO'S HARDSHIP PROGRAM:** For the 2015 program, the Hardship program provided NIPSCO customers that were EAP eligible with a discount on the gas usage from time of notification of the benefit until May 31st. In addition, NIPSCO reduced the deposit on gas and electric for EAP households to \$50 for electric and \$50 for gas.

The Hardship program provided assistance to families that were between 150% and 200% of poverty level if they have a crisis situation, such as a disconnect notice or were disconnected. The limit was \$400 per household, and the allocation from NIPSCO was \$15,000.

**WEATHERIZATION:** Last year, the pre-applications for the weatherization program were taken by CSSC staff and were submitted to North Central Community Action Agencies, Inc. for assessment, application and follow-up. Income guidelines are the same as the energy assistance program. The Weatherization program's goal is to lower energy consumption by the household. Due to reduction in funding, furnace replacements are no longer being done.

**Senior Health Insurance Assistance Program (SHIP):** Joan Haugh continues to represent Community Services as the SHIP's trained and certified counselor for Starke County. Many senior citizens do not understand Medicare Parts A, B, C and D nor the supplemental plans. The SHIP counselor tries to guide clients through the maze and explain the services, charges, co-pays, deductibles, etc. to the clients. Individual sessions were provided this year in addition to a public presentation.

**Christmas Coordination:** Names are collected and given to individuals or groups that are willing to provide food or toys to low-income families. The coordination avoids duplication to families and helps spread the wealth. With the volunteer leadership of Lori Dunning she has coordinated Christmas giving for over 500 children. Lori has been instrumental in coordinating with more and more organizations each year. Community Services acts as the clearinghouse for collected toys and gifts that come in the weeks leading up to Christmas. helped by any other agency.

**Salvation Army:** Since August 2011, Community Services has served as the fiscal agent for Salvation Army. In 2015, we were able to help 65 households; total assistance was \$5,800. The limit per household is \$100 per year.

**Homeless** - Community Services continues to work alongside the Ministerial Alliance that if senior citizens or disabled persons are homeless, we will help with three nights lodging at a motel on for up to three nights. However, those individuals that are homeless and do not fit the elderly or disabled category, the Ministerial Alliance will pay for the three night stay. Becky Anspach coordinates these efforts with the Ministerial Alliance representatives.

**Moving Starke County Forward:** This organization continues to thrive as the needs of Starke County are evaluated. Joan Haugh and Becky Anspach both serve as participants for this initiative. Most recently, Moving Starke County Forward received a grant to train local volunteers to become New Leaf coaches that will help up to 100 women throughout Starke County with self-assessments. Becky and Joan both recently attended the training and will be working with interested participants throughout 2016.

## **ELDERLY**

**Case Managers:** Many referrals are made to the Area I Agency on Aging case managers assigned to Starke County. Assessment of the individual includes physical and/or mental disabilities, medical

needs and financial capability. The case manager determines appropriate services, arranges their provision, develops a plan of care to address the ongoing needs and monitors the person to assure that services continue to meet his/her needs.

The goal is to provide an array of in-home supportive services that allow the elderly and disabled to remain in their homes for as long as possible, thus providing independence and diversion from institutional care.

The case manager also reports cases of adult abuse, neglect and exploitation to Adult Protective Services in LaPorte, and frequently assists in the assessment and resolution of the cases.

**HOME-DELIVERED MEALS:** Nutritionally balanced meals continue to be delivered Monday through Friday by volunteers to clients who have been assessed by the case manager and found to be in need of a home-delivered meal. We maintain two routes: North Judson/San Pierre and Knox/Hamlet/Bass Lake. During the grant year 7/1/14-6/30/15, NWICA contracted with Midland Meals of Monticello to prepare the meals. This year, we provided 601 meals to three (3) clients throughout the county. To meet the needs of seniors, we offered private pay meals and served 20 clients with 1,058 meals. We ask the private pay clients to reimburse us for the cost of the meal only and do not charge them for the administrative overhead costs. The Emergency Food Advisory Committee has the responsibility to oversee the homebound food program, food pantry, and emergency food policies, adhering to government regulations. Pat Zobrist is chairperson of this Committee.

**LEGAL SERVICES:** Northwest Indiana Community Action Agency entered into a contract with Indiana Legal Services, Inc. to provide group and individual legal counseling to low-income senior citizens in Starke County. Even though we have clients on a waiting list for these services, Community Services was not represented this year by having any legal representative visit our facility in 2015. Alternative legal service assistance is being sought out from local attorneys for 2016.

**HOMEMAKER:** There have been a few personnel changes within our Homemaker services program. Wanda Moore continues to serve as our only full-time homemaker. Our two part-time homemakers, Wanda Biddle and new employee Julie Hoekman, have been able to handle the workloads of our clients. They provide services to the elderly and disabled in order to keep their homes in a healthy and safe condition. Persons must be income eligible and demonstrate a need for the service. Summary for grant year with Title IIIB funds, 7/1/14-6/30/15: 3,146 hours of service to 28 clients. We also offer private pay homemaker services as well.

Community Services became a licensed Personal Services Agency by the Indiana Department of Health on December 1, 2009. We renewed this licensure for 2014-15. Under this license, we may provide companion service, homemaker and attendant care.

**FOCAL POINT SERVICES:** Focal point is a visible community organization where any individual can obtain information and assistance related to services offered by Northwest IN Community Action Corporation. Required activities should include public education, outreach, training, marketing and community priorities. Community Services coordinated with NWICA in 2015 to provide identity fraud awareness and Go4Life fitness programs. We also asked fire department representatives to assist with installing fire alarms to hundreds of homes throughout Starke County. In return for Community Services providing these programs, Northwest Indiana Community Action provided the funding for these initiatives.

**NUTRITION AND SUPPORTIVE SERVICES:** Community Services of Starke County continues to operate two senior centers in the county: 311 E Culver Road, Knox, and 105 E Talmer, North Judson. Meals are served at noon at both sites; in addition, socialization, health screenings, exercise, Wii Sports, support groups and activities take place.

Marilyn 'Sue' Hewlett is the manager for the Knox Senior Center and new employee Claudia Delli manages the North Judson Senior Center.

On January 1, 2005, legislation required that each facility that serves food have a certified food handler on site, trained on the ServSafe Program but then a waiver was given to senior centers, churches and non-profits. However, NWICA now requires each site to have a ServSafe certified person at each site. Marilyn Sue Hewlett and Claudia Delli, site managers, are both certified in this area.

NWICA'S suggested donation for the congregate meal is \$2.00 per meal.

Local cash is required to match the federal funds and both sites have helped with this endeavor by either collecting funds or helping with the rummage sales. Volunteers assist the manager in daily operations and fund raising.

NWICA allocated 3,800 meals from 7/1/14 through 6/30/15; The average meals served each day was 15. Clients served totaled 66. The allocation for Knox and North Judson was 8 meals per day at each facility.

Advisory Committees exist at each site to help recommend policy, settle problems, assist with fund raising and plan activities.

**STAFFING :** Current staff include: Becky Anspach, Executive Director; Charmaine Dunkel, Administrative Assistant; Rhonda Overmyer, Gail Staerkel, and Patricia Minix, Program Coordinators; Marilyn Sue Hewlett and Claudia Delli, Nutrition Site Managers; Rose Raderstorf, LaVelle Richie, Wade Wrezinski, Charles Fort, Dennis Russell, Tina Sanders, and Robert Gibson, Drivers; Wanda Moore, Wanda Biddle and Julie Hoekman, Homemakers; Roseanne VonBampus, Intake Worker; and Robert Stevenson, Maintenance. Joan Haugh, who was employed at Community Services for 41 years (35 as director) resigned in 2015. Becky Anspach was hired as director in June, 2015.

## **ADMINISTRATION**

The administrative concerns are addressed in the following management systems:

1. **AUTOMATION** - The Automation Management System provides for the corporation's collection of data, data entry, data processing, office communications requirements and reporting of financial and client services data. Roeing installed a software program for the energy assistance program for 2005-06 which we are still using in 2015. The energy assistance applications are entered into the web site that feeds directly to the State office. Quick Books Pro 2015 has been installed for financial and payroll systems. CenturyLink is our DSL provider and email address provider. In 2013, we became wireless. The director's email is [ranspachcsc@embarqmail.com](mailto:ranspachcsc@embarqmail.com). Each administrative staff has their own email address. Phone system, Nortel Networks is the name of the phone system we installed in 2003.
2. **ACCOUNTING** - The Accounting Management system is based on fund accounting principles. The focus is the accounting and reporting on the receipt and use of all funds in accordance with generally accepted principles (GAAP) and funding source requirements. The chart of accounts is in place that meets the GAAP standards. Quick Books Pro is the software used for accounting purposes.
3. **AUDIT** - Comer, Nowling and Associates of Carmel, IN was chosen to do the 990 tax return, the State's NP-20 return and the local property tax forms. The State Board of Account's annual entity report was completed by Becky Anspach. All reports were filed in a timely manner. For more information, the most



recent audit report may be viewed at the agency's office.

4. FINANCIAL MANAGEMENT - This system involves the management of funds coming into the agency and the control of expenditures within the budget. The 2015 budget for the agency is \$607,080; if inkind is included, the total budget would be \$666,680. Federal funds comprise 53.3% of the budget, state funds, 7.6%, cash match and local cash, 25.4% and inkind, 13.7%.
5. PERSONNEL MANAGEMENT - This system is to provide and communicate policies, procedures, and maintenance of personnel records necessary for effective recruitment, screening, training, evaluation and disposition of all paid staff and their fringe benefits.

No changes in the Substance Abuse Policy has been made to date, but after having our 5311 review, they suggested updating this policy for 2016. Last revision was 11/15/12.

Health Information Portability and Accountability Act (HIPAA) policies were updated and approved by the board in October, 2014.

Every January, an all-day staff meeting is scheduled to review all applicable policies, receive required training, and communicate concerns and ideas for improvement of services.

As stated under the Transportation section, the State of Indiana is mandating all public transportation providers' safety-sensitive staff to undergo annual physicals. Public Safety Medical is the company the IN Department of Transportation chose to administer the physicals. The physicals for 2015 were completed in November of this year.

6. PURCHASING AND PROPERTY MANAGEMENT - This system is to effectively secure and safeguard the corporation's equipment, property and supplies, while insuring accuracy of the related records. We maintain a master vendor list in Quick Books and update the fixed assets record on an Excel spreadsheet any time there are changes made. One vehicle was added to the list - one transfer from KIRPC to CSSC.

Facility Development - The maintenance of existing property with respect to relevant codes, rules, safe working conditions, proper insurance coverage and plans for improvements that need to be perused annually.

There was no major maintenance done during 2015.

The Knox Senior Center and the office area both located at 311 E Culver Road, Knox, meet the requirements of the ADA, and are maintained regularly to insure a healthy and safe work environment for both staff and clients. We contract with Virgil Noble for snow plowing at Knox.

North Judson Nutrition site is located at 105 E Talmer St. We have an agreement with Stamps Concrete to plow snow for \$25.00. David Altman donated grass cuttings, hedge trimming and herbicide spraying in 2015.

The 6-bay garage is leased to us from Kankakee-Iroquois Regional Planning Commission for \$1.00 a year under a 50-year lease agreement which began in 2003.

7. MONITORING - The Monitoring Management System is to measure the progress toward meeting the goals and objectives of the corporation, keeping abreast of service delivery units compared to what was contracted for the year. Every month the Board of Directors and funding sources receive a statistical report that shows the units provided and clientele served. The annual report also reflects the same to the general membership. Each employee is advised of the number of units expected to be provided by them in the performance of their job.

Advisory Committees meet quarterly to review service statistics and reports.

Conflict of Interest forms are also updated annually to include board and staff.

8. PLANNING AND RESOURCE DEVELOPMENT - Planning for future growth and securing funds to operate programs fall under this category. Funding sources shown in the budget must be monitored to ensure receipt of all monies.

The Starke County Commissioners, City of Knox, Starke United Fund, Township Trustees, Kankakee Valley REMC's Operation Roundup Program, Starke County Community Foundation, NIPSCO, churches, businesses, organizations and individuals assist in providing necessary local cash.

Fundraisers are held to meet cash requirements to operate quality programs. During 2015, the staff and volunteers held two rummage sales raising over \$3,000.

Staff and volunteers also held a local jamfest which raised approximately \$750.

The food pantry requires numerous donations in order to keep the pantry stocked. WKVI Radio, Five Star, Economy Auto, Alco, Dr. Bejes, Dr. Dalphond, First Farmers Bank and Trust, Boy and Girl Scouts, and many other businesses and churches have regular food drives for Community Services. There are also many individuals that regularly provide food.

Leasing of the Knox and North Judson facilities for evening use and weekend gatherings help secure funds to support the ordinary operating expenses.

Resources also include volunteers. The volunteer corps allows us to provide services to clients without sacrificing quality. The faithful and dedicated volunteer receptionists, food pantry volunteers, the score of home-delivered meal drivers and the senior center volunteers are vital to the program operations.

Experience Works, Inc. provided a maintenance worker and one intake worker (for part of the year) for the Knox facility.

9. GRANTS MANAGEMENT - The Grants Management System is the preparation, submission, and implementation of all grants and contracts in compliance with funding source requirements. The financial report distributed to board members each month indicates dollars received and expended in each funding source. NWICA, KIRPC and NWICA all require submission of monthly claims detailing the provision of services or the expenses incurred. Timely responses are also required for grants from the Emergency Services Board, Starke United Fund, and Starke County Community Foundation.

10. PUBLIC RELATIONS - Maintain a positive image of the corporation and establish and maintain communications with the clients, community and funding sources.

CSSC issues a quarterly newsletter to the general membership, board and staff.

Advertising and news releases are vital to reach the public. The Leader, South Bend Tribune, Market, Review, Newshawk, Starke County Chamber of Commerce, and WKVI and many others have been very cooperative in helping spread word about programs and services.

Quarterly Partnership meetings are also held with

invitations sent to over 100 individuals.

Healthline's annual children's fair was held in August, and CSSC had a booth to inform participants about the energy assistance programs, food pantry, and public transportation.

Starke County Health Fair was held this year and co-sponsored with IU Health Starke Hospital. Over 300 persons attended the event where they received health screenings and health-related information.

The Executive Director also helps organize Leadership Training sessions and attends the Starke County Chamber of Commerce meetings to make more persons aware of Community Services available in Starke County.

Community participation and involvement help increase awareness of the services, as well as the needs existent in the area. Board members, staff and volunteers represent the agency in the following organizations: Northwest Indiana Community Action Corporation, North Central Community Action Agencies, Inc., Trustee Association, Starke County Emergency Services Board, Catholic Charities of Northwest Indiana, St. Vincent de Paul Society (both North Judson and Knox), Gleaners Ober Arbor Club, Salvation Army, Starke/Pulaski Habitat for Humanity, Knights of Columbus, Starke County Chamber of Commerce, Retired Teachers Association, and several other organizations and churches in Starke County.

11. COMMUNITY ORGANIZATION - Fostering an organized community support base for the agency is important and required by several funding sources. As noted above, most services have an advisory committee, and a board member serves on the standing committees: Planning/Public Relations, Personnel, Evaluation, Membership and Finance. The Board of Directors is also comprised of members from every township, and represent equally the private, public and community (low-income) sector.

12. EVALUATION - This system serves as a tool for the corporation to compare its planned activities with actual performance. The Board's Evaluation Committee performs an annual appraisal of the agency's program services and administrative functions. Surveys were sent to senior citizens to assess the effectiveness of the elderly programs, transportation surveys to riders, and community service surveys to food pantry and energy assistance clients are reviewed by the committee. The Committee also receives compliance reviews by the funding sources.

One of the tasks required is an annual review of the agency's by-laws. The Board's Evaluation Committee performs this function annually and recommends the Board of Directors amend any changes if necessary. In 2015 the Committee made no changes to the bylaws.

**COMMENTS:** Any comments on the above information may be presented to any member of the Community Services of Starke County's board or administrative staff for further clarification.

Submitted to the General Membership on  
12/17/2015 by:

Becky Anspach, Executive Director

**BOARD MEMBERS AS OF 12/31/15:**

Judy Ahlenius, President; Joan Chesak, Vice President; Patricia Zobrist, Secretary; Frank Skronski, Treasurer; Ben Warren, Arlene Sellers, Judi Meissner, John Schwenk, Harold Weitgenant, Mary Ann Vische, Sandy Santacaterina, Joe Guardiola, Ellen Stevenson, Becky Welter, and Mark Rippy, members.

## **PROGRAM PLANS FOR 2016**

Plans for 2016 include the continuation of services listed in the annual report with the following alterations:

**FACILITY MAINTENANCE:** Prepare a new maintenance plan for 2016 for both facilities by evaluating the condition of the sites.

**TRANSPORTATION:** Update rider's guide and distribute additional information about our services. Also, update the drug and alcohol policies as required by law.

**ENERGY ASSISTANCE PROGRAM:** Find ways to secure additional funds or volunteers for the operation of the energy assistance program, or make a decision to opt out of the program.

**HOUSING/HOMELESSNESS:** Continue research to see if issues of homelessness and housing for low-income households are being met.

**COMMUNITY OUTREACH:** Continue to reach out to community organizations, partner with them when applicable, and seek ways to incorporate best practices in our organization. Building relationships with groups such as Starke County Leadership, Starke County Community Foundation, Chamber of Commerce, Moving Starke County Forward and many other organizations will be necessary to provide awareness and to share service ideas that will benefit the entire county. The executive director will also be reaching out to potential donors regarding endowments/planned giving.

**ORGANIZATION BEST PRACTICES:** Seek out ways to incorporate best practices in the areas of human resources and work with our board to update the employee handbook.

**EMPLOYEE DEVELOPMENT:** Develop new ways to provide education and incentives for employees.

**EMPLOYEE & BUILDING SAFETY:** Implement safety procedures based on recommendations made by local law enforcement agencies in 2015.

This will be a very important initiative to address in 2016.

**GRANT WRITING:** The executive director must seek out as many grant opportunities as possible to provide sustainability for Community Services.

**STRATEGIC PLANNING:** Conduct a survey of Starke County residents to see what services are important to the clientele and to assess what new programs need to be considered to improve the lives of the elderly and low-income residents in Starke County. Make plans for future development to meet the identified needs.

**BOARD ENGAGEMENT**-Working with the Community Services of Starke County board members to more actively seek ways for engagement opportunities and to hold a Board Governance/Engagement in-service in 2016.

Becky Anspach,  
Executive Director

Cc: NWICA, NCCAA, KIRPC, Board Members and Staff