



2021 PERFORMANCE MEASUREMENT AND IMPROVEMENT PLAN

CREATING INNOVATIVE AND GENUINE OPPORTUNITIES FOR PEOPLE WITH DISABILITIES OR DISADVANTAGES AT HOME, AT WORK, OR IN THE COMMUNITY

INTRODUCTION

BACKGROUND

At MRCI, the focus is on helping individuals become successful. Since 1953, MRCI has focused on the rehabilitation of adults by providing innovative employment programs that assist individuals in their achievement of personal goals. By focusing on individuals we serve through programs and individualized planning, MRCI has continued to operate as a true leader in the field of adult rehabilitation.

MRCI is one of Minnesota's largest and most diverse providers of employment and day services. We are a private, nonprofit organization, that serves individuals in Southern Minnesota and the Twin Cities Metro Area.

MRCI PROGRAMS

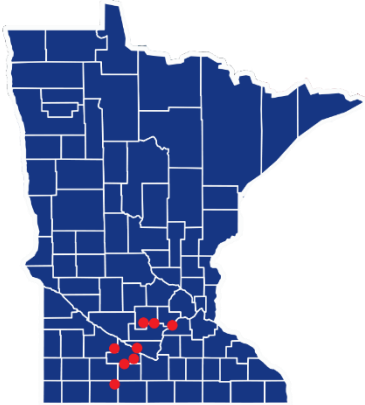
MRCI provides programming licensed by the state for individuals with disabilities who desire adult day services (recreation and leisure), day training and habilitation and pre-vocational services (center-based work and training), and supported employment (community employment). MRCI provides non-licensed programming for transitional services (work skills training) and placement services (community employment). MRCI assists individuals with disabilities and families who have client-directed service budgets from the state to provide their own care and programming. And lastly, MRCI provides employment services required as a component of government assistance programs such as MFIP and SNAP to individuals with disadvantages.

OUTCOME MEASUREMENTS

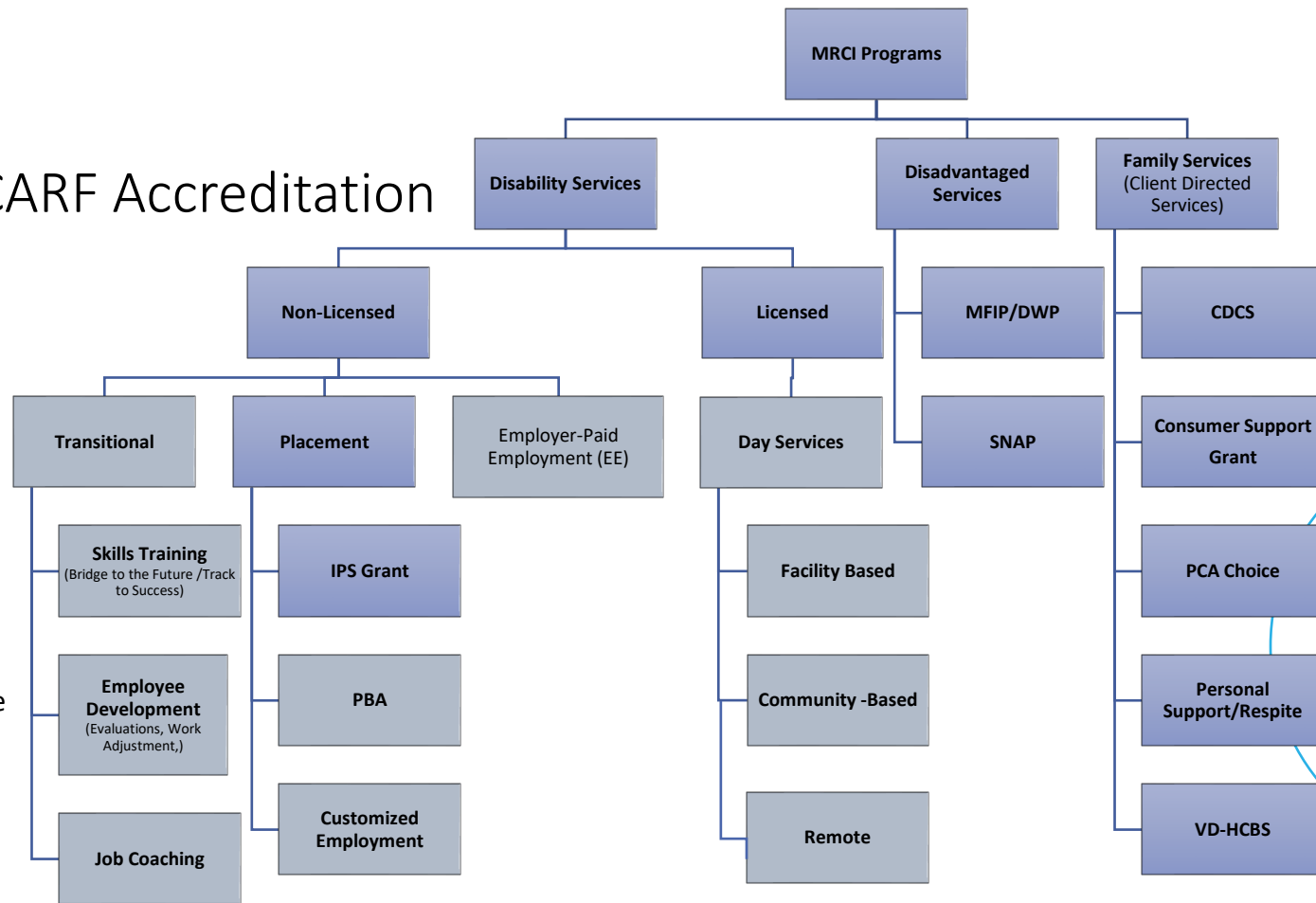
The data contained in this report is collected using surveys, case management software statistics, Vertex system payroll information, and individual program outcome data.



Programs and CARF Accreditation



MRCI is reviewed by national surveyors every three years. The following MRCI programs are governed by CARF accreditation standards.



Employee Development Services (EDS) Work Adjustment (Employee Development Services) and Job Coaching

Employment Skills Training Services(EST) Track to Success. Bridge to the Future, PreETS, Customized Employment

Job Development (CES:JD) Supported Employment, Performance Based Agreement (PBA),

Community Employment Services (CES) Job Development (CES:JD), Employment Supports (CES:ES)

2021 MRCI HIGHLIGHTS

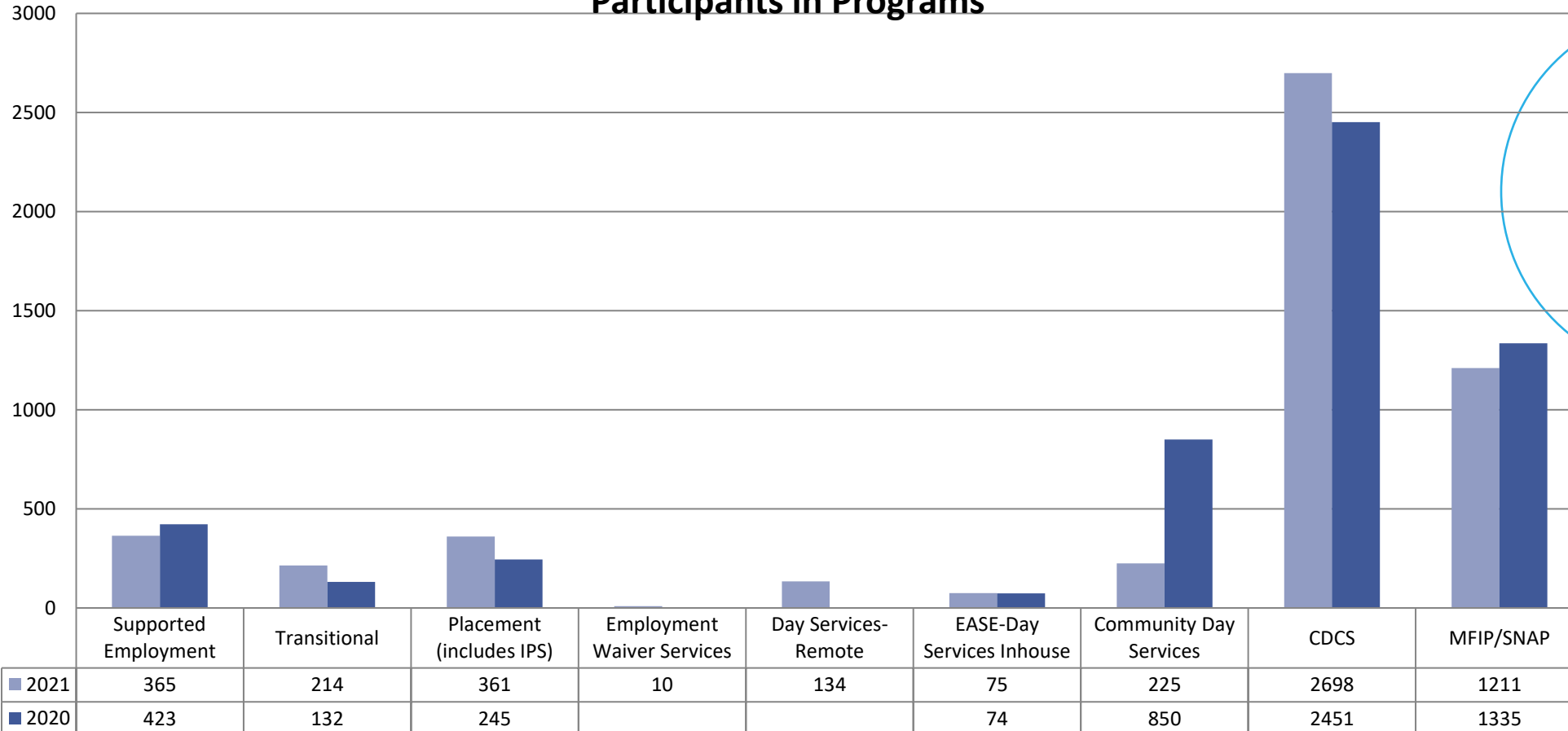
- MRCI launched the first Community-Based Day Service group on January 19, 2021.
- MRCI hosted a Virtual Birthday Party Celebration in honor of one year of service.
- MRCI was selected a provider for Consultation Services.
- MRCI elected to not renew its 14c certificate.
- MRCI returned to the stage (outdoors) with Whose Line is it Mankato? and was selected as charity beneficiary for the Mankato Marathon.
- Remote Services became a permanent option within CMS and MRCI's menu of services.
- Electronic files and a became a reality for all client files.
- MRCI launched an electronic referral process.
- MRCI successfully supported an remote workforce including transitions such as multi-factor identification, transitioning promises in action to electronic and electronic performance plans
- Sold Rosemount, Thrift Shop and Donation Center with an offer on Map Drive. Negotiated Chaska Lease exit.
- COVID-19 PPP loan was forgiven.
- Earn \$480K+ incentive for employment programs.
- New websites for MRCI and MRCI CDS.
- A bank transition was started, leaving Wells Fargo and transitioning daily operations to Bremer Bank.
- A focus on culture including monthly pulse surveys with the help of MN State University Mankato as well as the addition of Culture Champions, Mission Moments during staff meetings and an all staff gathering/food truck celebration to name a few highlights.
- MRCI earned exemplary recognition with a three-year CARF accreditation for its programs during its December visit.



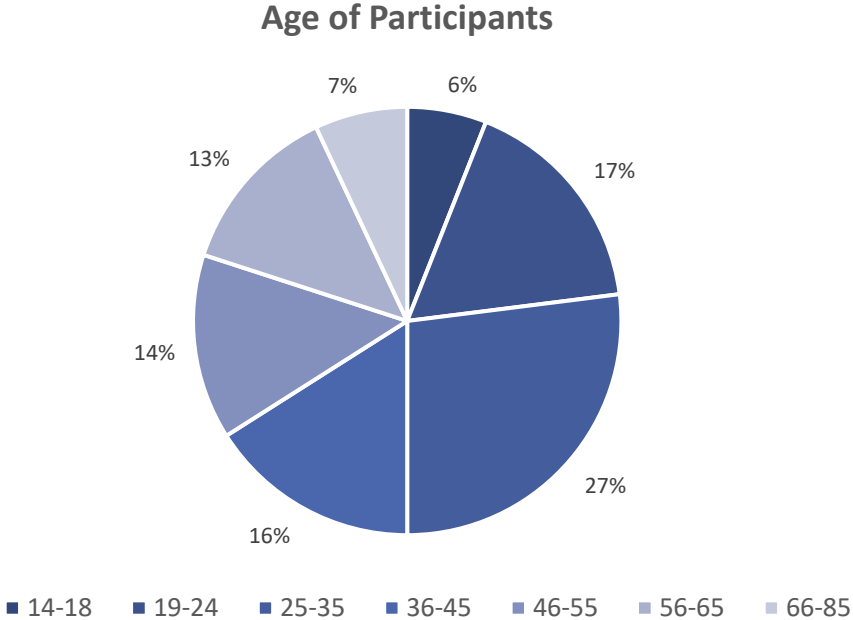
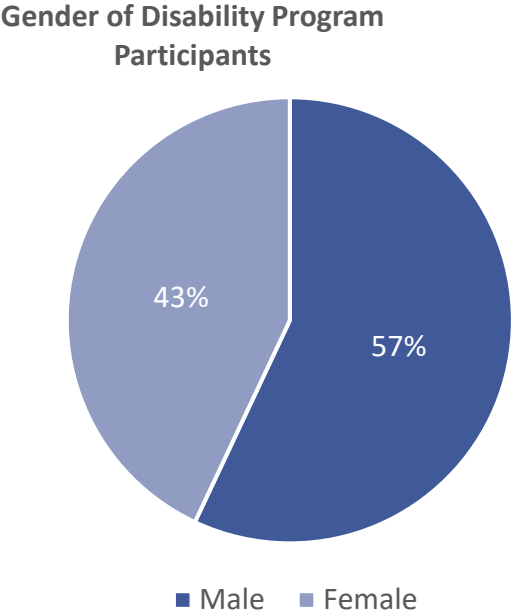
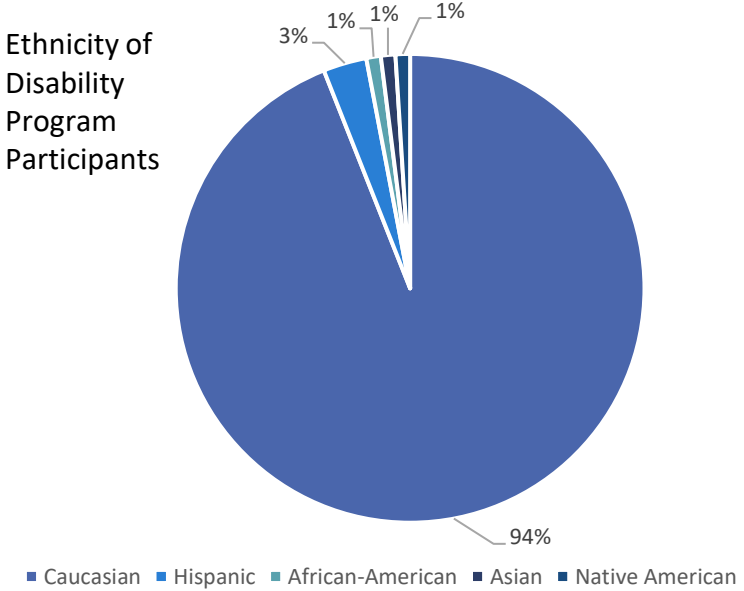
MRCI Program Participation

The COVID-19 closures continued to have an impact on programming in 2021. Community Day Services (numbers for 2020 reflect DT&H programming) was a new program in January 2021, the launch of the program was slower than anticipated due to staffing challenges. EASE stabilized as the year progressed. Transitional and Employment programs worked together to have a record-setting year in community-based competitively paid placements in 2021. Client Directed Services (CDS) grew its programs.

Participants in Programs

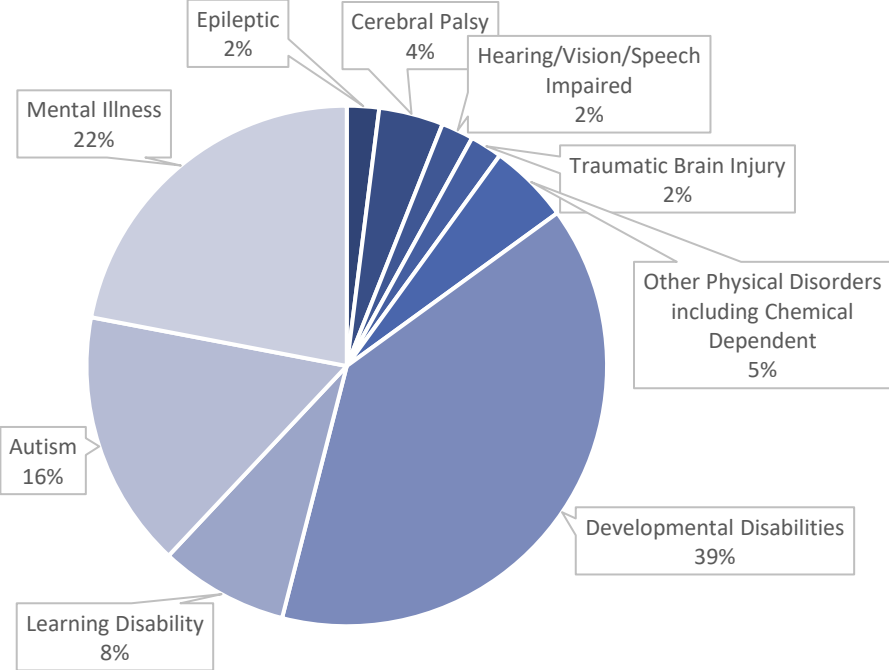


Disability Program Participant Data



Disability Program Participant Diagnosis

Developmental disabilities continue to be the primary diagnosis for the majority of disability program participants with mental health being the second highest primary diagnosis. Over the past three years, the number of participants with autism as a primary diagnosis has increased annually.



2021 Disabilities Program Overview



- MRCI served 1,211 individuals in 2021
- 234 individuals found competitive employer paid jobs in 2021 averaging \$13.17 per hour.
 - 395 individuals were supported in long-term supports in 2021.
 - 238 individuals participated in transitional programming.
 - Overall, 755 individuals were served in employment programs in 2021
- 350 individuals were served in our Day Service programs in 2021
 - through Day Services 390 unique experiences were provided each week.
 - More than 1300 virtual sessions were offered in 2021.
- Employment partners grew to more than 250 and for the first time, volunteering experiences were tracked. Opportunities to volunteer for MRCI and with MRCI now create enriching experiences for Exploration and Community-Based Day Service programs.
- No client grievances were received in 2021

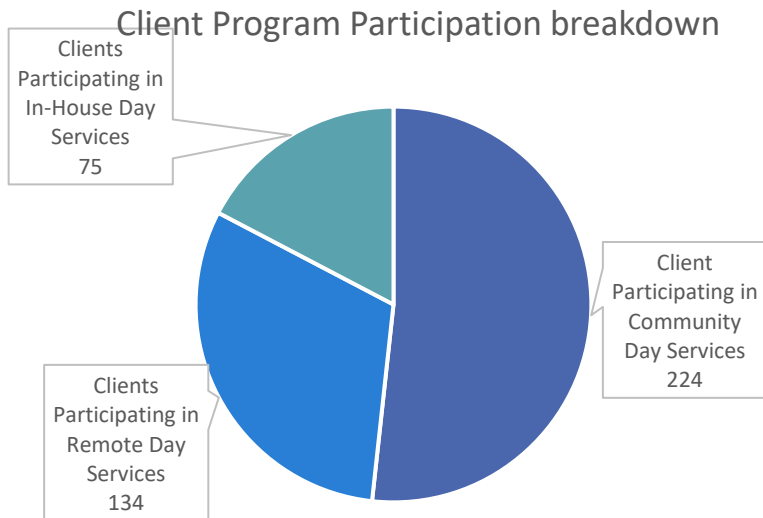


Day Support Services

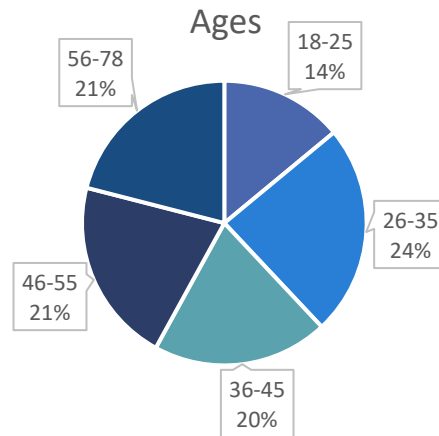
Day Support Services are non-vocational services that provide individuals with the opportunity to connect with others while building essential life skills and exploring their personal preferences. MRCI provides day support services through three platforms: community, center-based, and virtual. All day services are intended to be a supplemental service to employment services and all participants are encouraged to consider employment first.

Trends

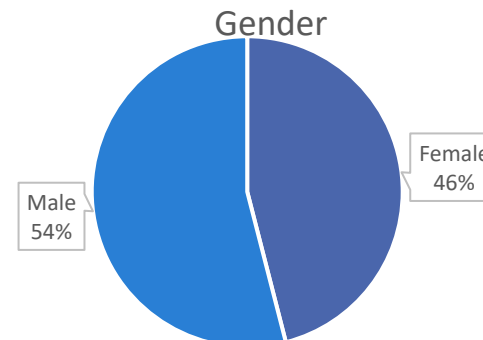
- Number of participants in community-based day services and EASE are up over last year.
- Number of participants in virtual day services is down over last year.
- Number of participants receiving more than one service through MRCI is up over last year.
- Number of volunteer hours is up over last year. In 2021, day service participants had 356 volunteer hours at with 50 different community partners.
- Staff retention is up over last year. Staff retention was 43% in 2021 and 35% in 2020.
- Average day service staff engagement/satisfaction is down over last year.



Community Day Services Participants



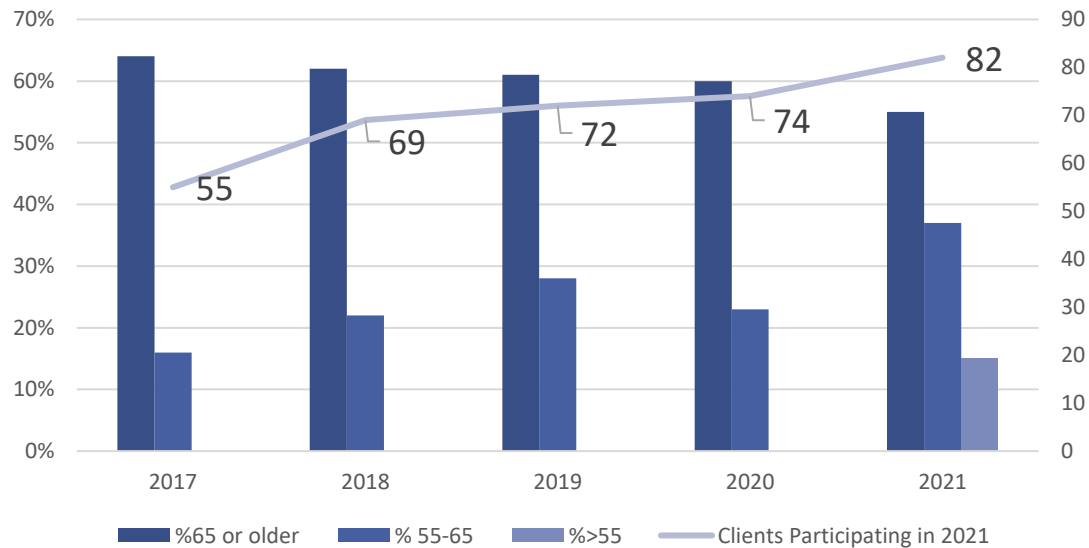
Community Day Services Participants



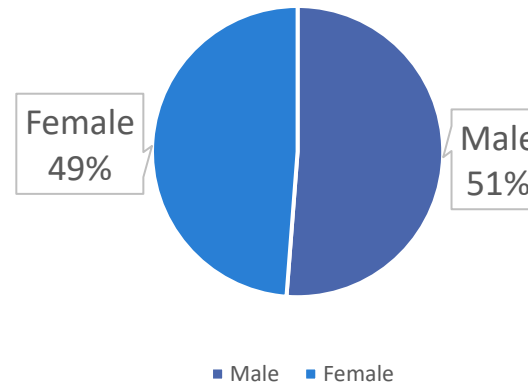
EASE –Embracing Aging through Social Engagement

MRCI provides Adult Day Service programming in two licensed settings in southern Minnesota: Mankato and New Ulm. Participants are usually transitioning to retirement or fully retired and desire healthy and engaging recreation and leisure activities. Community integration is built into daily and monthly activities along with other features such as music, pet and art therapy, volunteering, and health and wellness programs. In 2021, 82 individuals participated in the EASE program. In 2021, 17% of the individuals participating in EASE also participated in other MRCI services.

Age of EASE Participants



2021 EASE Participants Gender



Community Volunteer Opportunities

MRCI Day Support Services partners with a variety of community sites and individuals to enhance our participants program.

A few of our MRCI volunteer opportunities for 2021 include:

- 3000 Acts of Kindness-greeting people, packing and wrapping gifts
- Adopt a Road cleanup day
- Backpack Food Program-packing bags for food distribution
- BENCHES-cleaning
- Thrift Store – keeping retail space tidy
- CADA House – baking
- CAP Agency – delivered meals
- New Ulm Chamber – delivered chamber calendars
- Echo Food Shelf – opened food bags, bagged and prepared for distribution
- Fairmont Opera House- cleaning
- Feed My Starving Children – labeled food bags
- Furball Farm – brushed adoptable cats, changed bedding
- Happy Tails Rescue – cleaning
- Lions Park – clean up park area
- Little Free Library – picked up and delivered books to little libraries
- LSS Meals on Wheels – delivered meals to residents
- McGowan Farm – harvest seeds for planting
- Park Oaks – dining room set and activities
- Top Dog Country Kennel – Assist with dog socialization



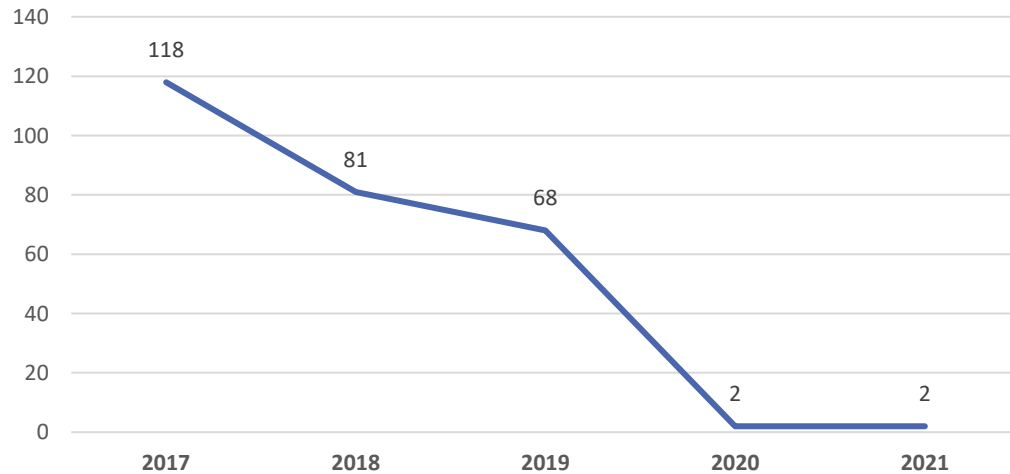
Evaluation

On-the-Job Evaluation provides individuals as well as their team the opportunity to evaluate the suitability of a career or occupational area of interest. The service is typically provided prior to the determination of a specific job goal.

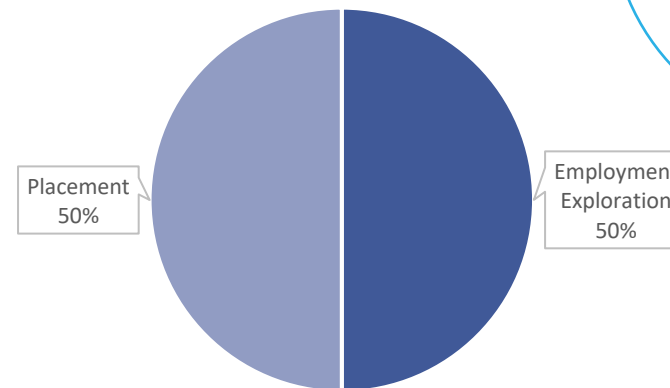
Trends

- On the Job Evaluation numbers were low for the following reasons:
 - E1MN which started July 1, allows DHS to fund the Engage and Plan phases which allows the participant to determine areas of career interest, job shadow, and understand the needs/requirements for the career they are interested in.
 - Pre-Employment Transition Services can fund participants ages 14-21 in job exploration counseling, work-based learning experiences, workplace readiness training, instruction in self advocacy, and post-secondary education counseling.
 - On the Job Evaluation requires intensive staff time and coaching which can be limited at times due to caseloads. In previous years, MRCI dedicated staff to this service.

Employment Planning Participants



Evaluation Participants Outcomes



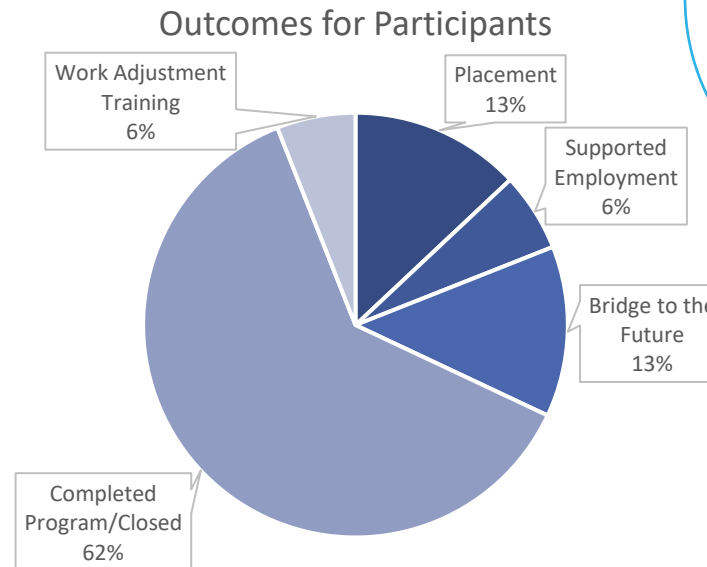
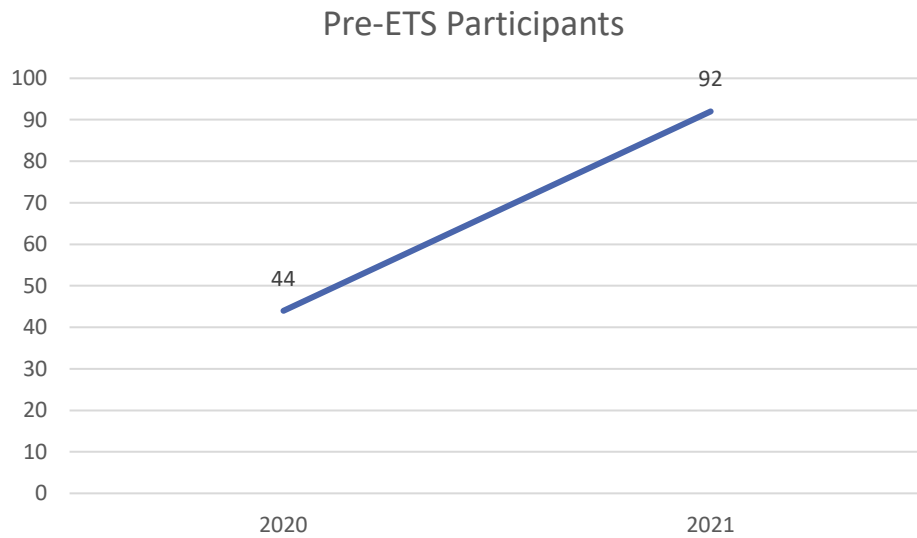
Pre-Employment Transition Services (Pre-ETS)

MRCI provides Pre ETS in all 6 Employment communities. Pre-ETS services include job exploration counseling, work-based learning experiences, workplace readiness training, instruction in self advocacy, and post-secondary education counseling. This service is available to students, aged 14-21, who are eligible or “potentially eligible” for Vocational Rehabilitation Services.

DEED- VRS reserves 15% of their funding for Pre ETS.

The service Pre ETS-Work Experience has also been part of the decrease in On-the-Job Evaluation referrals. It allows the individual to work at an employer site and get paid by MRCI at a competitive wage. MRCI gets reimbursed by DEED at the rate of competitive wage + 50% per hour. A job coach can be added to this service at the reimbursement rate of \$75 an hour.

The same services listed for the Pre ETS services can also be provided to those older than 21. This is listed under the General Services section in the DEED contract.



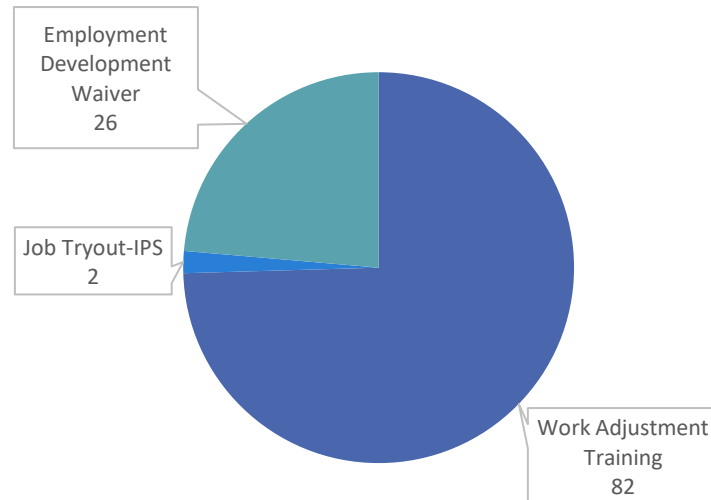
Development Services

MRCI provides Developmental Services in 6 employment communities. Licensed (Employment Development Waiver) and non-licensed programming includes service supports for work preparedness goals, on-the-job coaching, job try-outs, and school to work transitional experiences. Developmental Services are funded by DEED and DHS. Participants typically use the services for short term assistance and move on to job placement or other programming.

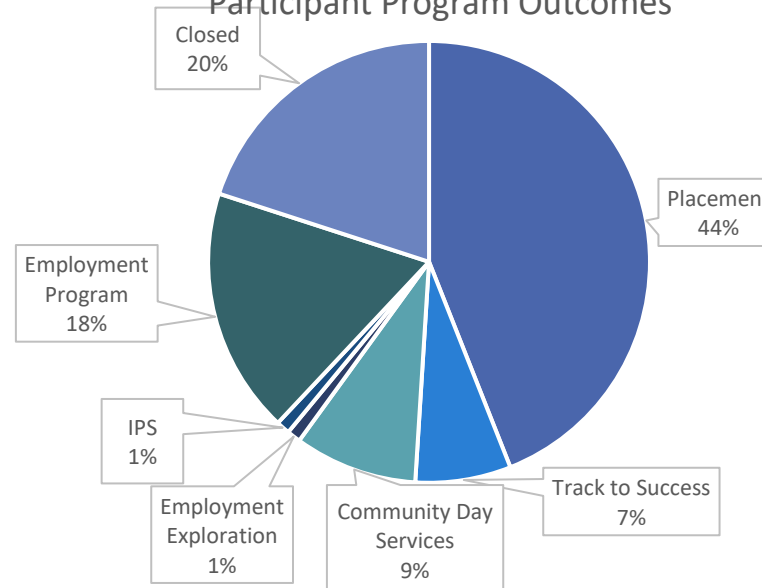
Trends

- Majority served in the Work Adjustment Training section were participants completing a job try out prior to getting hired by an employer or needing job coaching at their competitive employment site.
- Due to Pre-Employment Transition Services, the School to Work Program has decreased to 0.
- * Job try Out- IPS is separate due to internal billing.

Program Participation breakdown



Participant Program Outcomes



Skills Training Services

MRCI provides employment skills training programs at 6 employment communities. Classes are offered typically 2 times a year but can be subject to change with demand. Participants are referred and funded by DEED or by Waivered County Case Managers. Many participants seek competitive, integrated employment after the services are completed while others join other MRCI programming. Participants in Bridge to the Future usually return to school and continue with using Pre ETS services.

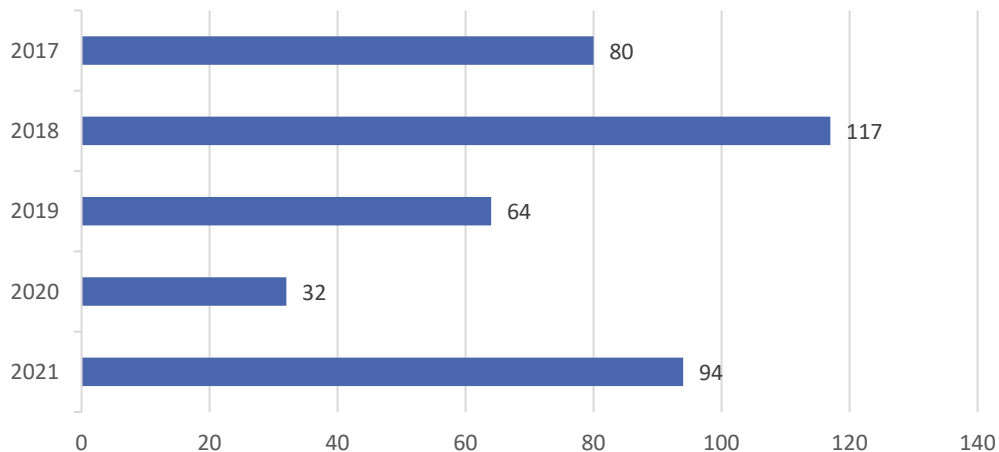
Bridge to the Future provide participants ages 14-24 with the tools they need for a successful transition from education into the world of work. Each session provides training in job search and retention, as well as soft skills to help build self-confidence and accountability. Outside of the classroom, the program provides hands-on training with area business partners.

Track to Success strives to improve communication and interpersonal skills, as well as situational judgment and problem solving for each participant. Each day, participants practice and develop the skills they have learned in class at a variety of community employers. Some other highlighted areas of focus are on-the-job coaching in the workplace, self-care, relationships, and accommodation, work skills training and coaching, employer relations and natural supports, and transportation coordination.

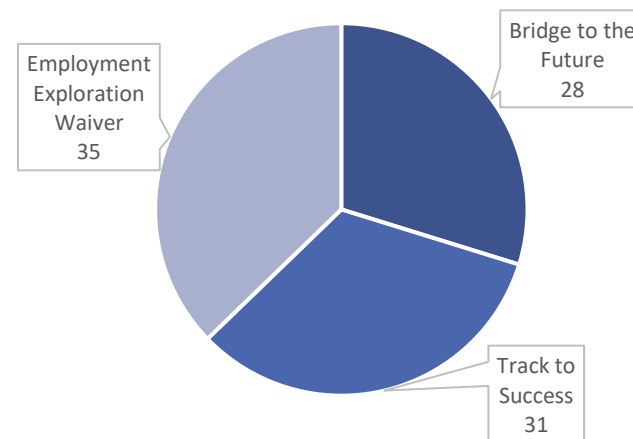
Employment Exploration Service (EES) is funded by DHS and new in 2021. EES can be funded in staff ratios ranging from 1:1 to 1:5. MRCI typically does this in a 1:4 ratio for a duration of 10 weeks. The curriculum is comparable with the Track to Success except for a non-paid work activity in the afternoon. MRCI also utilizes Waivered Employment Development Services in this process for 1:1 employment planning which consists of individual assessments, benefit planning, and building a profile in the DB 101 My Vault program.



Program Participants



Program Participation Breakdown



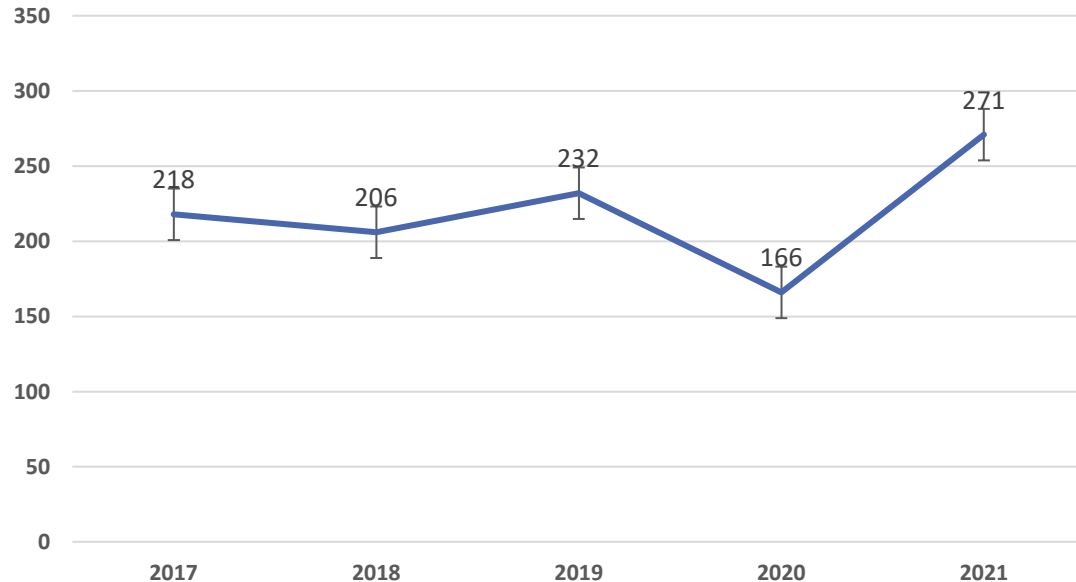
Job Placement

MRCI provides Performance Based Agreement (PBA) placement services in 6 employment communities. This area of non-licensed programming provides participants with placement planning, job development, and job stabilization services in a milestone-based service designed to achieve competitive, integrated employment. In July, DHS and DEED collaborated to implement E1MN. E1MN consists of Engage, Plan, Find, and Keep. PBA, which is DEED funded, is the Find stage. In previous years, DHS had the ability to use Waivered Employment Development Services as a form of placing a participant in a job. Now with E1MN, the Waiver can only pay for this service if DEED is unavailable. E1MN reimburses a 4th milestone payment of \$1200 at 120 days of service, if the participant has not met their 90-day success on the job and was referred as a E1MN PBA.

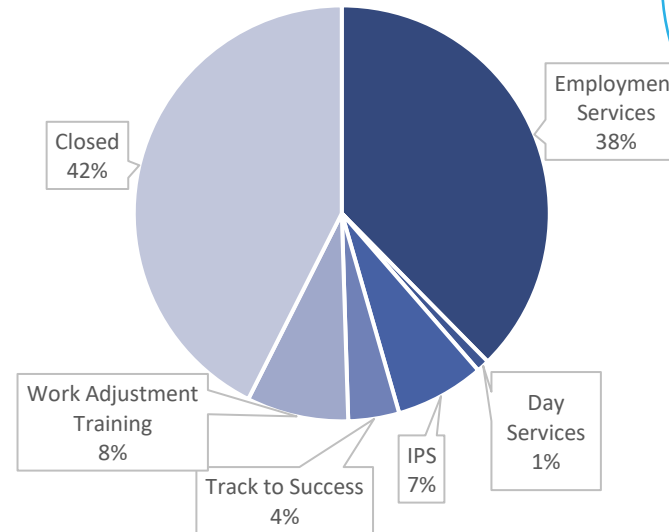
Trends

- For 2021, MRCI noted an 60% increase of participants in our placement programs from 2020.
- 2021 MRCI had 3 participants in Customized Employment.
- In 2021, 235 jobs were found with an average wage of \$13.30 per hour and 22 hours per week.

Placement Participants by year



Placement Outcomes



Employment Supports

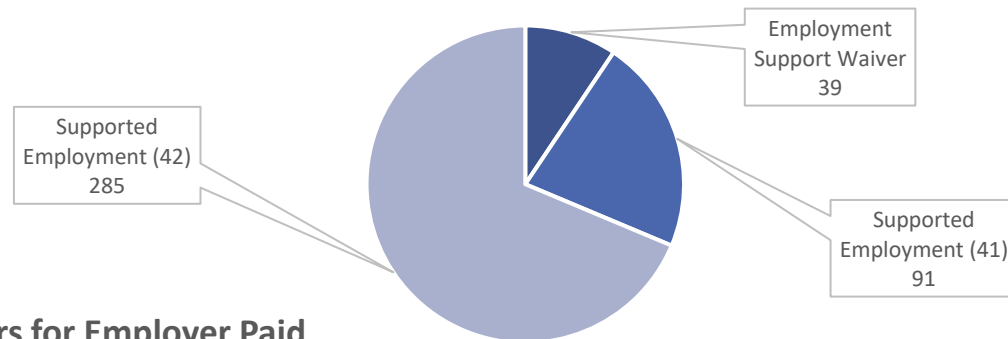
Employment Supports ensure success on the job for the participant we serve working in a competitive job by providing support and coaching every step of the way. With the participant's best interests in mind, placement staff starts with finding the right "fit" and supports the participant until support is no longer needed.

- **Extended Employment-** Providing long-term supports as well as personal and professional development opportunities for participants to maintain and advance in their jobs transitioning the opportunities into careers.
- **Employment Support Services-** Services to receive assistance after the participant secures a job. This includes face-to-face visits, ongoing training, and support in achieving long-term goals. Resources include Continuous skill development (leadership, soft skills, technology), and employer education on numerous topics including disability awareness.

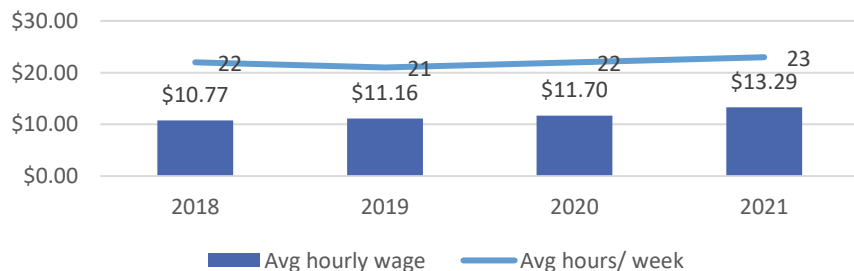
Trends

- In 2021, MRCI placed participants in 235 competitive jobs. This is an increase from past years.
- State Minimum wage increased from \$10.00 in 2020 to \$10.08 in 2021. Several employers increased wages to be competitive with other employers to bring back existing staff and fill new roles.

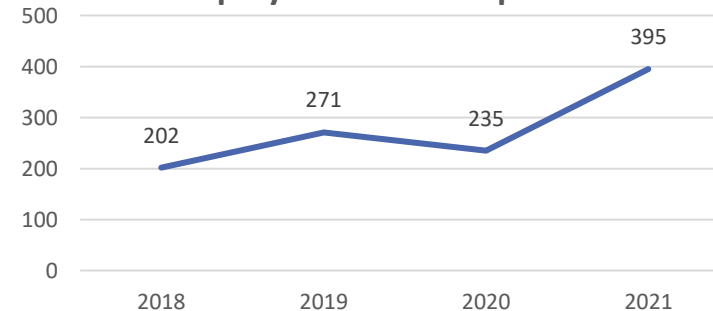
Employment Support Program breakdown



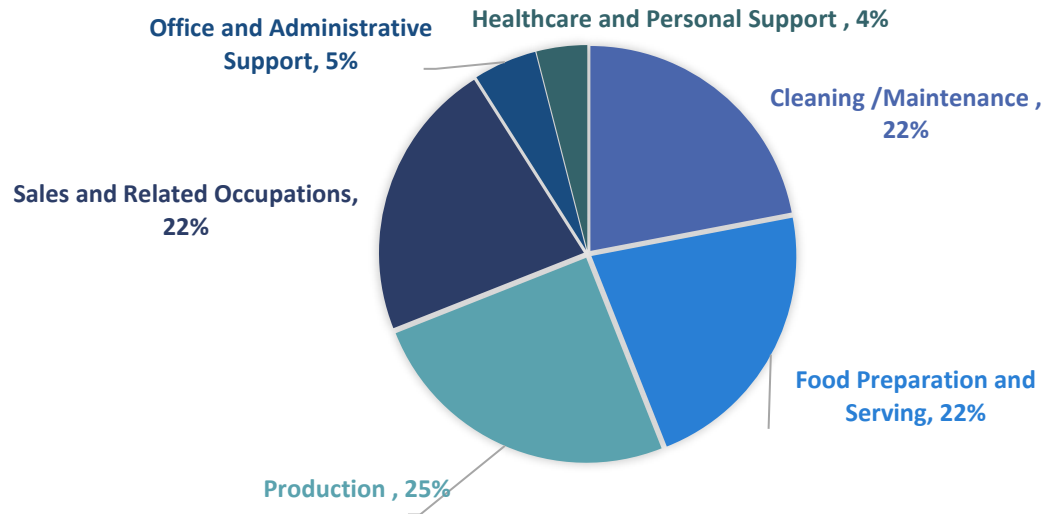
Average wage and hours for Employer Paid Participants



Employer Paid Participants



Employment Supports continued



OUTCOMES FOR EMPLOYMENT SUPPORTS



Follow-Up to Closures:

MRCI generates a follow-up survey for each closed participant at 60 days and 6 months following the closure date.

In order to identify any areas in which the participant may need assistance, we include questions on the following areas:

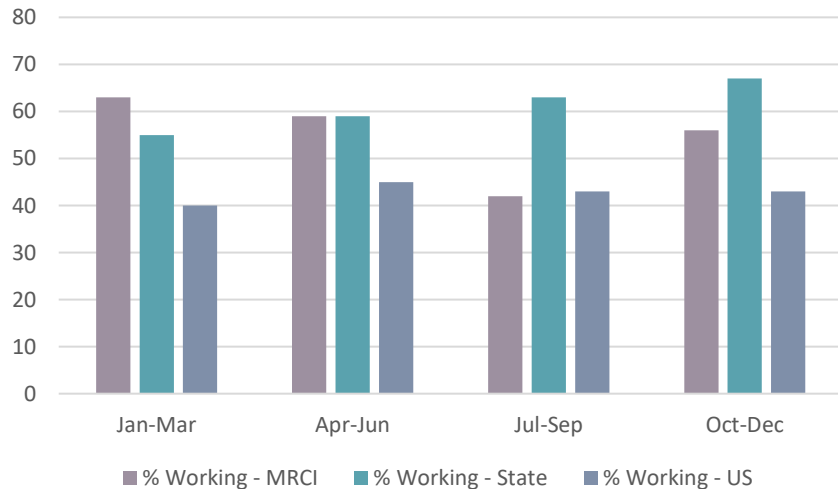
- current community involvement
- Activities of interest
- Satisfaction on their current life situation
- Current employment, job duties, wage and hours
- Current volunteer opportunities
- Any areas they would like MRCI assistance



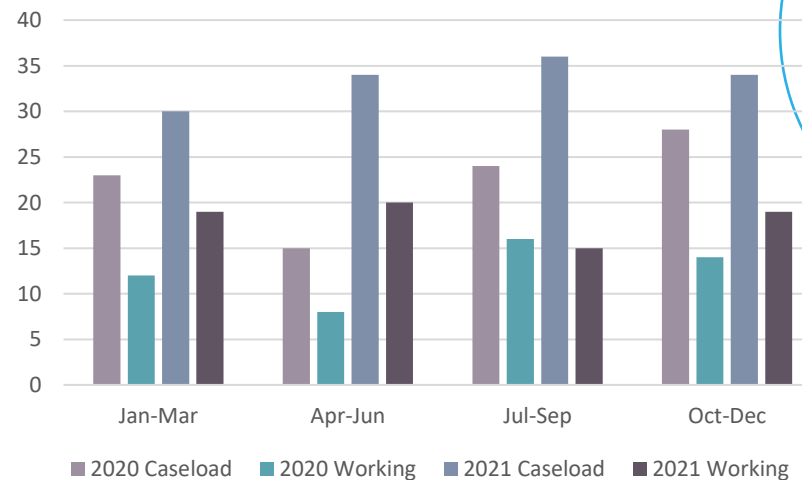
Individual Placement and Support (IPS)

MRCI demonstrated a higher percentage of caseload working than the national averages throughout 3 of 4 quarters of 2021. MRCI surpassed state averages in Q1 and tied state averages in Q2. MRCI's caseload working dropped considerably in Q3 as a result of several individuals (22%) losing their jobs for a variety of reasons including termination, quitting and being laid off. MRCI caseload working tallied in Q4 as several of those displaced individuals found new work. MRCI caseloads were higher in all four quarters of 2021 compared to 2020, although the program still has one position open. Staffing remained consistent throughout 2021.

2021 Overall Working vs State and US



IPS Caseload/Employed

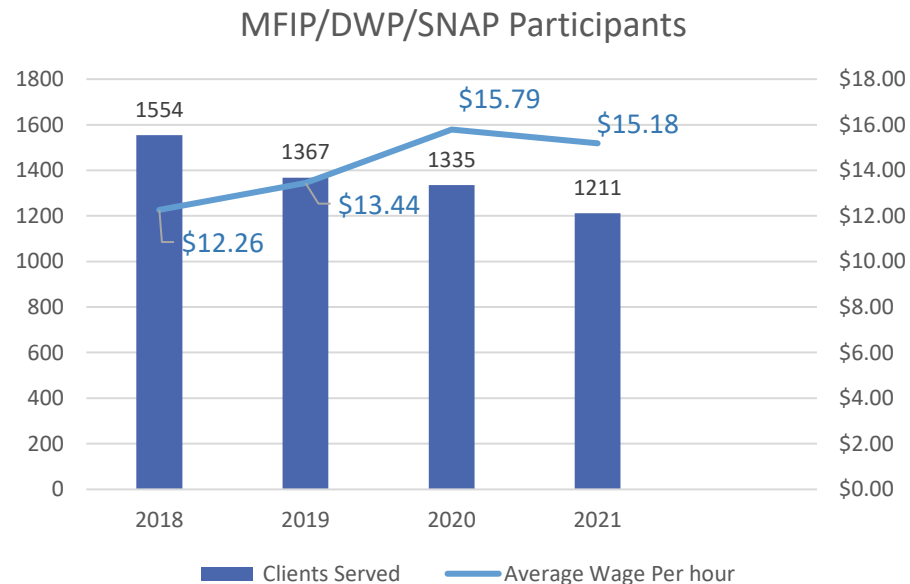


Contracted Employment Services for County Government

Under contract with the Minnesota counties of Blue Earth and Steele, MRCI provides a variety of employment services for recipients of Minnesota's Family Investment Program (MFIP), Diversionary Work Program (DWP) and Supplemental Nutrition Assistance Program (SNAP).

Primary goal of MFIP program is to assist recipients in finding employment, becoming stabilized and reducing or eliminating their need for public assistance.

The DWP and SNAP programs have similar goals. DWP serves families who are new to the public assistance programs with a goal of "diverting" the family from entering the MFIP program. SNAP serves single individuals who are considered able-bodied adults and are mandated to find employment within three months or they lose their food support.



Trends

- In September of 2021 DHS lifted all the waivers that suspended the mandatory reporting and participation requirements for MFIP and the Diversionary Work Program (DWP) was also reinstated. It had been suspended completely since April 1st of 2020.
- Program referrals increased dramatically in November due to the end of the extra unemployment benefits in September.
- Parents in our program with school age children continued to find it extremely difficult to look for work or keep their jobs due to the need to assist their children with the on again /off again online learning requirements.
- We continued to provide numerous families with support services, especially in the areas of rent, utilities, internet, and phone service as they struggled to get back on their feet. We provided over \$87,000 in such assistance.
- We assisted 83 families with purchasing refurbished computers through our partnership with PC's for People.



Client Directed Services (CDS)

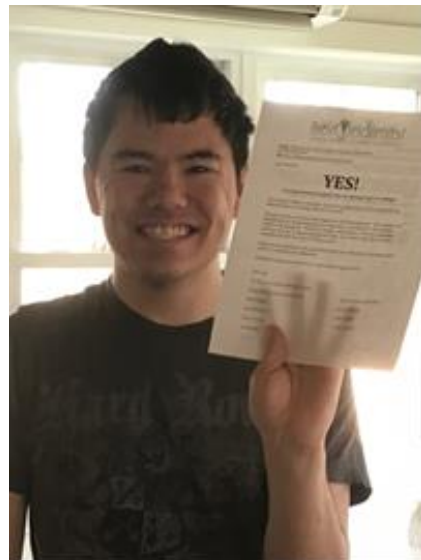
MRCI-Client Directed Services (CDS) provides self- directed options throughout the State of Minnesota. Utilizing Consumer Directed Community Supports (CDCS) and Consumer Support Grant (CSG), the MRCI-CDS program participants are able to take charge of their care by hiring and training Direct Care Workers who can meet their unique needs. For these services, MRCI-CDS works with the individual or their representative to provide Financial Management Services in partnership with the Minnesota Department of Human Services.

MRCI-CDS provides a variety of other service options including Individualized Home Supports without Training, Respite, Homemaking and Host Home under a 245D license, PCA Choice, Veteran's Directed-Care as well as a Private Pay option.

MRCI-CDS ended 2021 supporting over 2,700 individuals in their homes and processed payroll for approximately 5,600 of Direct Care Workers.

Top attributes for Why MRCI-CDS?

1. Staff are responsiveness and dedicated
2. Staff are innovative and solution-focused
3. Multi-lingual staff support Somali (several dialects) and Spanish speaking individuals.



Participant and Team Members Satisfaction

MRCI values input from its participants and their team members. On an annual basis, input is collected from clients, guardians, residential providers and case managers about the services provided. Feedback is received through satisfaction surveys. Based on this information, changes are made to programs and services to improve the experience for participants. All employers responding to our employer survey would hire through MRCI in the future. The information received anonymously through surveys is shared with MRCI staff to celebrate successes and determine areas for improvement.

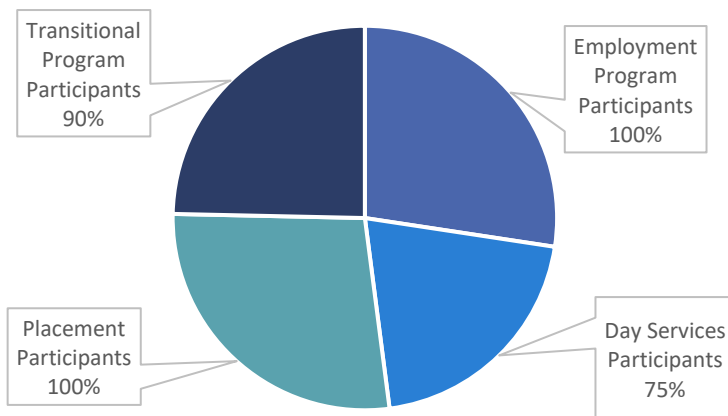
Overall program satisfaction for all programs was 92%.

Comments from our surveys include:

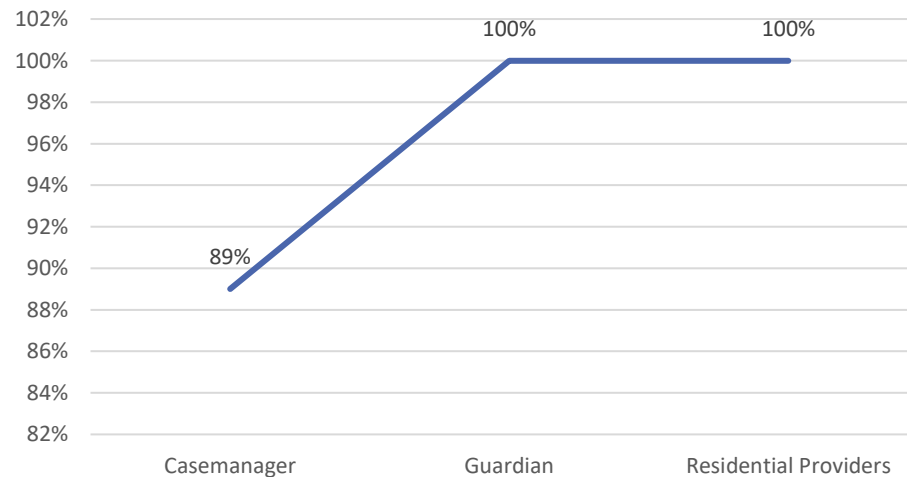
- I like the monthly follow ups once I started working in the community.
- I liked the help with getting a job that I was capable of doing well. The follow up and on-the-job help was useful.
- I really liked volunteering.
- Seeing my friends.
- I liked the support I received finding a job and going through the interview process.



Program Participants Overall Satisfaction



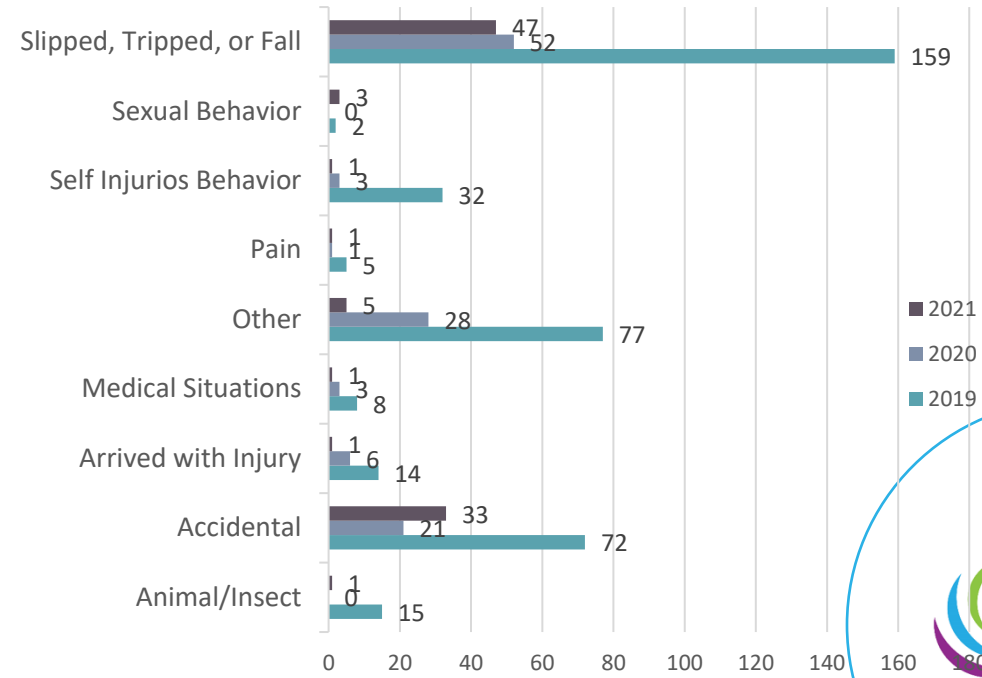
Team Members Overall Satisfaction



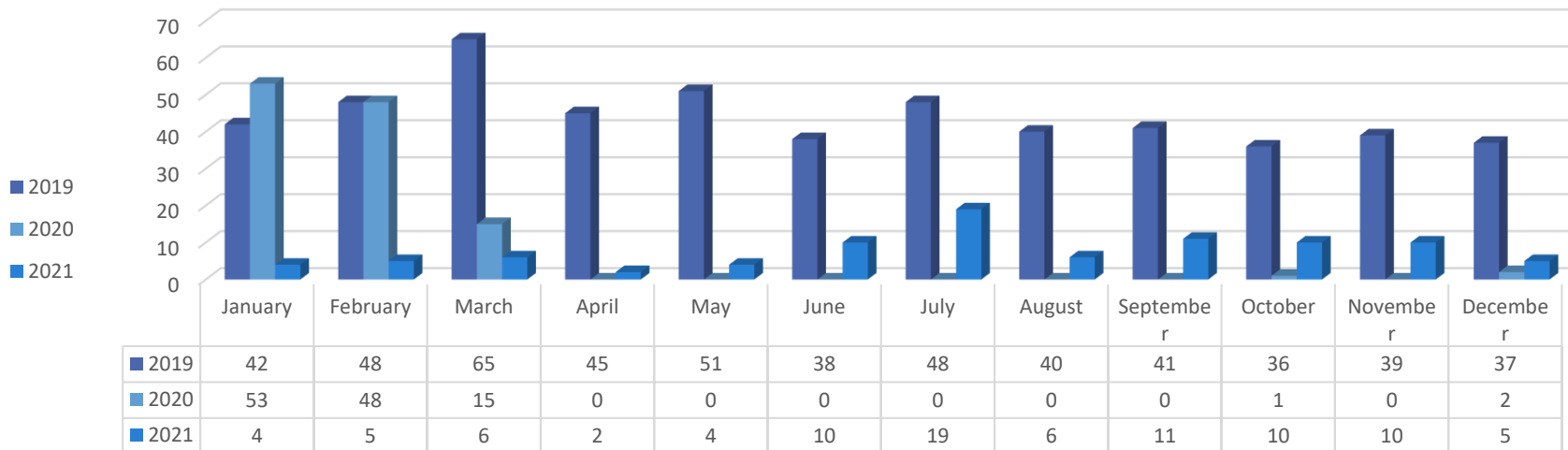
Safety & Incident Reporting

- As we continued to increase our client base, our incidents have consistently decreased, with only the accidental incidents category increasing slightly from last year.
- Slips, Trips or Falls on the Same Level was the highest recorded incident reported. While the number has declined the past few years, the number is not too surprising with the number of clients out in the community and the various terrains to they ambulate on. Continually training staff on staying vigilant on hazards in the community is recommended.
- Summer months continue to see an increase in incidents which is understandable as clients are enjoying the outdoors and susceptible to insect bites/ stings along with walking on uneven terrain.

Incident/Accidents by Year



Total Number of Incidents by Month



Board of Directors

- All members meet every two months on 1st Monday of the month. Executive committee meets on the “off” months
- Full board annually reviews: MRCI Bylaws, Accessibility Plan, Risk Management Plan and Program Outcomes
- Board reviews and approves annual operating budget



Duane Olenius



Kip Bruender



Steve Roehlfing



Dave Borchert



Cindi Andersen



Bruce Anderson



Bobbi Harder



Sarah Keller



Dan Menden



William Miller



Robert Roepke



Silas Danielson



2021 Financial Statement

	<u>2021</u>	<u>2020</u>
Support and Revenue		
Support		
Grants	\$ 7,538,724	\$ 5,324,879
Contributions	62,302	136,910
In-kind contributions	425	460,406
Total Support	<u>7,601,451</u>	<u>5,922,195</u>
Revenue		
CDS fees for services	87,338,296	75,898,093
Other fees for service	3,908,326	3,976,275
Sales	268,038	1,367,355
Employment support	227,160	495,596
Rental income	133,451	160,824
Investment income	420,641	248,267
Special events	48,114	1,595
Other income	352,736	469,552
Total Revenue	<u>92,696,762</u>	<u>82,617,557</u>
 Total Support and Revenue	 <u>100,298,213</u>	 <u>88,539,752</u>



2021 Financial Statement cont.

Expenses	<u>2021</u>	<u>2020</u>
Program Services		
Center-based employment	13,292	771,550
Transitional services	-	140,150
Day training and habilitation	516,552	4,810,293
Community employment	254,853	2,007,763
Client directed support	77,021,936	69,051,681
Job opportunities and basic skills training	1,319,338	1,246,789
Employment services	2,241,410	254,075
Day services	5,442,909	331,472
Thrift shops	306,289	903,069
Total Program Services	<u>87,116,579</u>	<u>79,516,842</u>
Support Services		
General and administrative	8,855,761	8,985,593
Fundraising	65,335	62,884
Auxiliaries	-	134,911
Total Support Services	<u>8,921,096</u>	<u>9,183,388</u>
Total Expenses	<u>96,037,675</u>	<u>88,700,230</u>



2021 Financials continued

	<u>2021</u>	<u>2020</u>
Change in Net Assets Before Interest Rate Swap	4,260,538	(160,478)
Change in Value of Interest Rate Swap	<u>-</u>	<u>(26,557)</u>
Change in Net Assets	4,260,538	(187,035)
Net Assets, Beginning of Year	<u>17,235,237</u>	<u>17,422,272</u>
Net Assets, End of Year	<u><u>\$ 21,495,775</u></u>	<u><u>\$ 17,235,237</u></u>



Risk Management

Major Risks 2022

- MRCI has restructured its DT&H program to include Supported Services and Day Services. A return to full day programming began in January of 2021. Any return to limited services brought on by a new surge of COVID-19 virus would be cause a loss in revenue and the need to reduce staffing once again.
- During the COVID shutdown, MRCI was unable to bill for program revenue. This resulted in the elimination of over 350 of its program staff. Now that services have resumed, there is an on-going risk that MRCI will not be able to hire enough staff to fill new positions. This is limiting program revenue growth and potentially cause clients to find other vendors for service.
- The MRCI Day Services Program is dependent on the use of mini vans to operate in the community. There is a severe shortage of mini vans in the country, The inability to acquire enough vehicles to meet the program demand will limit growth and access to the community. It will also slow the revenue growth for the programs, resulting in continued financial loss.
- The layoff of MRCI staff during the COVID-19 shutdown has resulted in a significant increase in MRCI's unemployment insurance exposure. As a self-insured organization, MRCI is responsible for the payment of unemployment benefits to those staff who were laid off. The state of MN has held self-insured non-profits harmless for a portion of that liability, awaiting federal COVID relief funding. Should this forgiveness end, MRCI continues be responsible for over \$1 million dollars in reimbursement to the state.



- The MRCI CDS program does not meet its projected revenue and customer growth goals and begins to lose ground in the market to competitors. This would pose a significant threat to the profit that is generated by this service. The growth strategy that has been developed was successful in 2021 and continued growth is occurring in 2022.
- The state of Minnesota has re-instated its background check practice of requiring fingerprinting of direct service staff, which was suspended during the COVID shutdown. It is anticipated that there will be a delay in this process as many staff attempt to have fingerprinting done, which could disallow them to serve their clients and impact revenue.
- The state of Minnesota has re-instated its background check practice of requiring fingerprinting of direct service staff, which was suspended during the COVID shutdown. It is anticipated that there will be a delay in this process as many staff attempt to have fingerprinting done, which could disallow them to serve their clients and impact revenue.
- The Company's wholly owned subsidiary, Quality Products LLC ("QP"), was sold in 2018 to LMH Brokers with a multi-year contract including payments for capital equipment, inventory, and lease agreements for work and warehouse space. Failure to meet the financial obligations of the sale could lead to an MRCI seizure of LMH assets to secure payment and a resulting loss of sale revenue.
- DHS officially implement the new Day Support Services (DSS) in 2021. Service rates are based on historical expense data that is several years old. Operating costs continue to increase yearly and there is a risk that these rates will lag significantly behind the rate structure. A failure to obtain inflationary increases will pose a financial risk to the programs.



Initiatives

2022 Initiatives:

Corporate

- Complete the sale of unused assets, facilities, vehicles, and fixtures
- Monitor and reduce corporate costs where possible
- Maintain a corporate net-profit as budgeted
- Maintain a positive cash position without use of lines of credit
- Monitor and refine services to achieve maximum financial performance
- Grow and manage financial reserves
- Seek grant funding targeted to the financial needs of the organization

Human Resources

- Maximize recruiting efforts to fill needed positions
- Invest in staff retention, cultural impact, competitive wage, and benefits
- Measure corporate culture/employment environment (Pulse Survey) and respond as needed
- Integrate human service activities across all MRCI services to support and drive desired cultural impact
- Complete an organizational succession plan to reflect changing needs

Service Delivery

- Expand Vocational Services into counties not currently served by MRCI
- Grow the base of community partners to facilitate community employment and day service experiences
- Align Community-based Day Services to MRCI's stated mission of "employment first", maximizing the use of all funding resources to offer all participants the availability of competitive community employment
- Implement and ramp up CDS Consultation Services over the next 12 months
- Maintain budgeted CDS grow strategies to increase service growth and program gross/net revenue
- Continue to advocate for program services through membership and participation in state associations

