



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



**2024 PERFORMANCE MEASUREMENT AND PROGRAM IMPROVEMENT PLAN**

## **MISSION**

At MRCI, the focus is on helping individuals become successful since 1953. MRCI has been providing innovative and genuine opportunities for individuals with disabilities and disadvantages at home, at work and in the community.

MRCI, private, nonprofit organization, is one of Minnesota's largest and most diverse providers of employment, day services and self-directed services. With a person-centered focus, innovative programming has evolved to ensure MRCI operates as a true leader in providing opportunities for individuals within their home, work and community.

## **MRCI PROGRAMS**

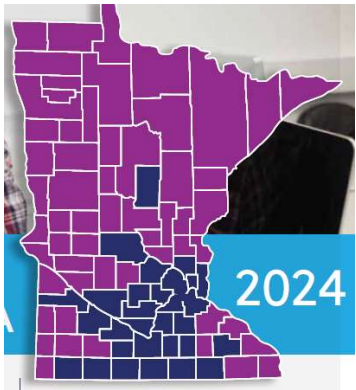
MRCI provides a menu of programming licensed by the state for individuals with disabilities who desire day services (EASE, Virtual and Community-Based Day Services), and supported employment (community employment). MRCI provides non-licensed programming for transitional services (work skills training) 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, Cache system, payroll information, and individual program outcome data.

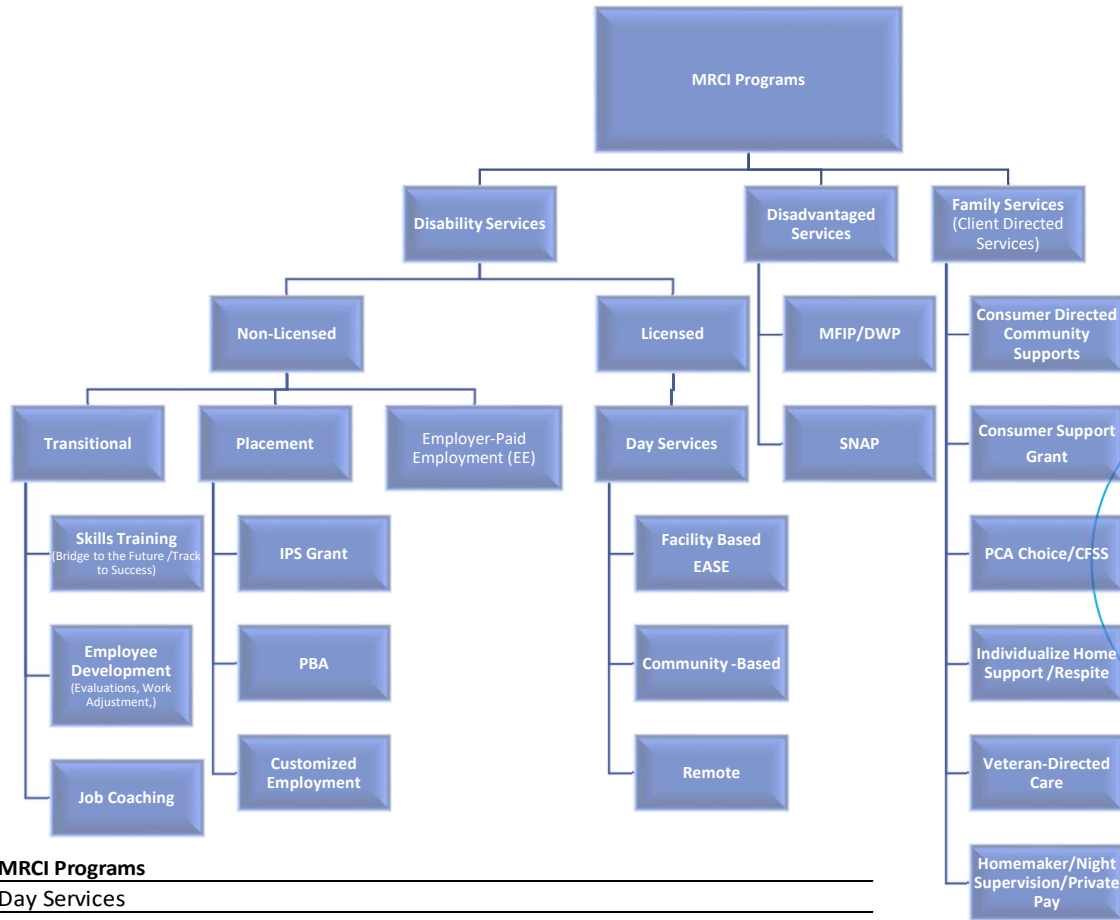


# MRCI Programs



MRCI is reviewed by national CARF surveyors every three years.

In 2024, MRCI received a three-year accreditation in their program management. With over 1300 standards, MRCI only received two recommendations.



CARF Standard	MRCI Programs
Community Integration (COI)	Day Services
Employment Planning Services (EPS)	Evaluation
Employee Development Services (EDS)	Work Adjustment (Employee Development Services) and Job Coaching, Driver's Education Training, Benefits 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  
 Community Employment Services (CES) (PBA), Job Development (CES:JD), Employment Supports (CES:ES)

## 2024 Year in Review

### MRCI earns a Three-Year CARF Accreditation

In June of 2024, MRCI received the CARF accreditation decision, “MRCI demonstrated substantial conformance to the standards. MRCI has a positive presence in its community and is respected for the services it provides. MRCI demonstrates that it is committed to the improvement of the organization and to its services. The services provide benefit to the clients and is appreciated by the stakeholder of the organization. There are some areas for improvement identified in the recommendations in this report, including enhancements to the strategic plan and additional documented reviews of a representative sample of bills of the clients served.”

The report also summarized many areas of strength including:

- “A dedicated board provides direction and leadership to the organization. The board members understand the role of a governance board, including how to deal effectively with strategic issues and hiring staff members to perform operational functions.”
- “MRCI demonstrates a commitment to the health and safety of the clients and employees.”
- “MRCI has built a strong team of employees who understand and embrace the organization’s mission and values and its efforts to empower the clients served. One method in particular is MRCI’s Cultural Champions group that helps develop leadership skills.”
- “The IT disaster recovery process is comprehensive.”
- “MRCI has a well-laid out accessibility plan and corresponding goals”
- “MRCI is complimented on its continued engagement and support of a local community program whose efforts aim to support organizations in their transition from subminimum work to community-based/integrated services. Having made this transition themselves several years ago, MRCI is now considered a model for other organizations. MRCI’s commitment of time and talent to support organization’s is commendable.”
- “The employment programs have been successful and impacted the lives of many clients.”
- “The community integration program facilitated by MRCI is successful and relevant to lives of the clients.”

The full CARF Report is available on request.

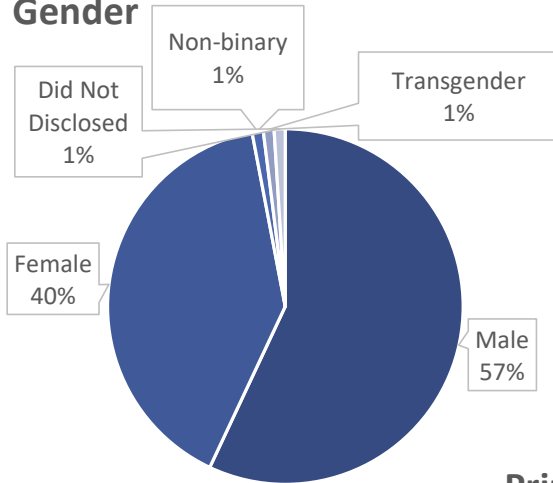


## Program Participation

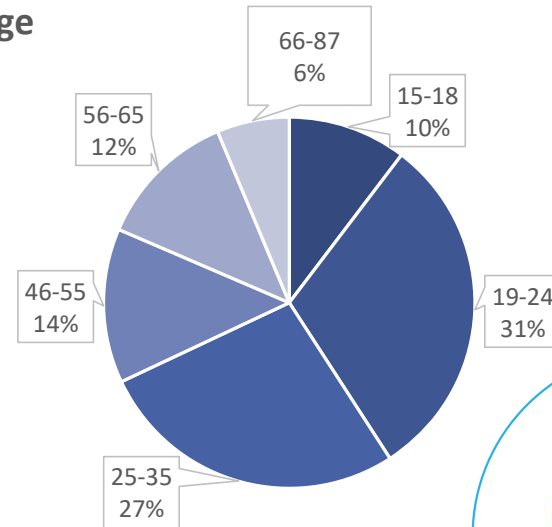


## Demographics for MRCI Program Participants

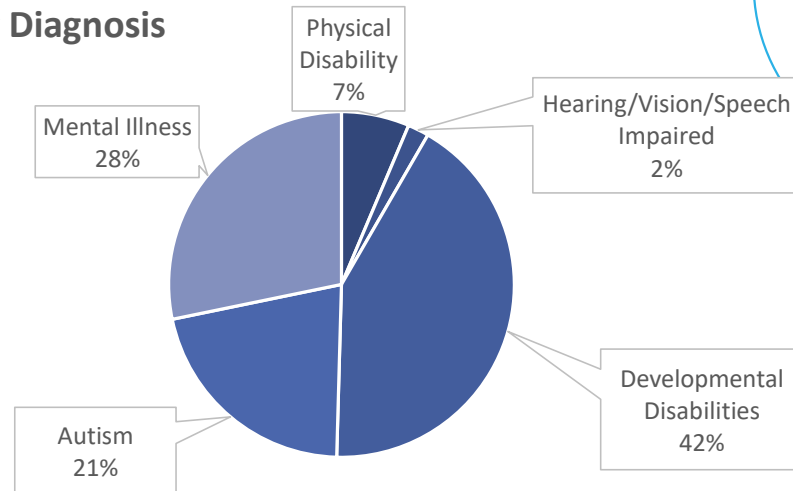
### Gender



### Age



### Primary Diagnosis

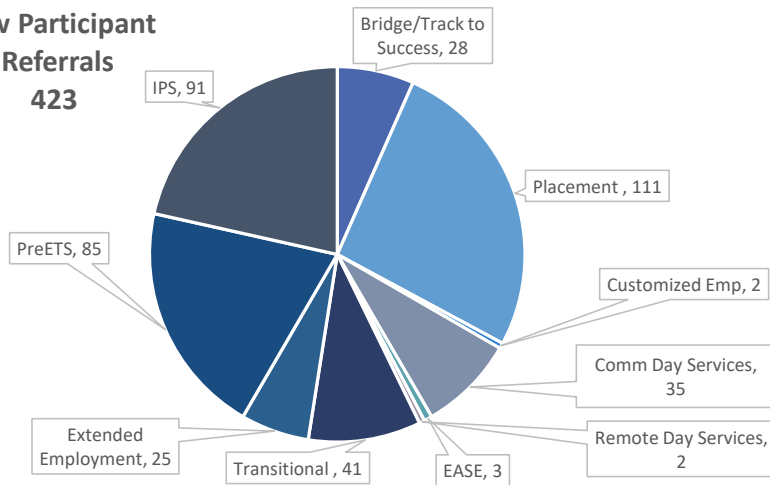


Developmental disability related diagnosis continue to be the primary diagnosis for our MRCI program participants. Mental illness related primary diagnosis continues as the second highest primary diagnosis. Mental illness related primary diagnosis increased significantly from 2023 to 2024 with an increase from 22% to 28%. Autism related diagnosis also increased from 2023 to 2024 from 17% to 21%. Many of our participants have multiple diagnosis documentation which involves a primary developmental disability and an additional diagnosis of mentally impaired.

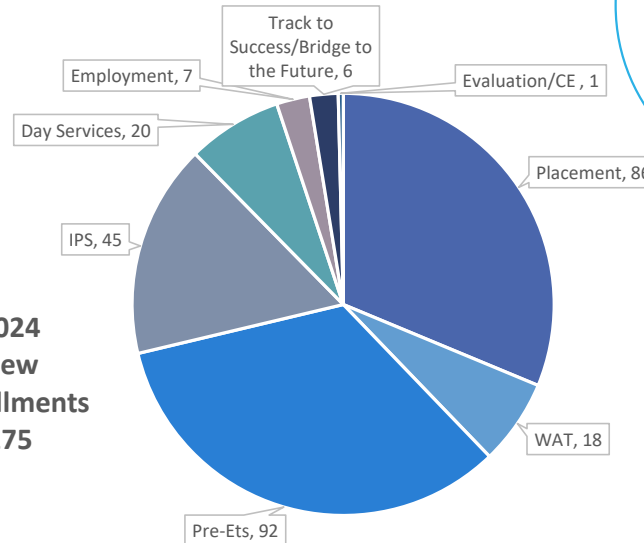


## 2024 New Referrals and Enrollments to Programs

2024  
New Participant  
Referrals  
423



2024  
New  
Enrollments  
275



## Day Support Services

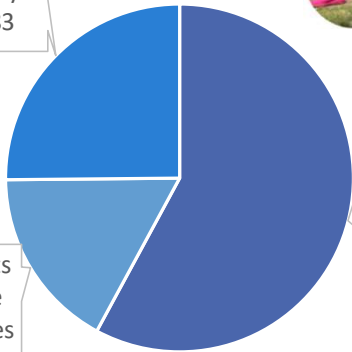
Community-based, Remote and EASE (in-house) comprise MRCI's Day Support Services Program. These three services supported 330 individuals during 2024. Participants have the option to participate in one or more MRCI services, 88 individuals were served in 2 or more of MRCI services during 2024.

Community-based Day Services is licensed through State of Minnesota. The license is based on a 1:4 staffing ratio which consists of a day support specialist and 4 program participants. Community activities are planned weekly by the specialist and their 4 participants. The specialist picks up each client from their residence each day and the participants enjoy the community activity that was planned by the group.

The State of Minnesota Department of Human Services continue to recognize and fund remote services for individuals who are unable to participate in community activities. Our Remote Day Support Services is based on a 1:10 staffing ration with 56 individuals participating during 2024, 22 of the Remote Day Support Service participants also participated in other MRCI services simultaneously.



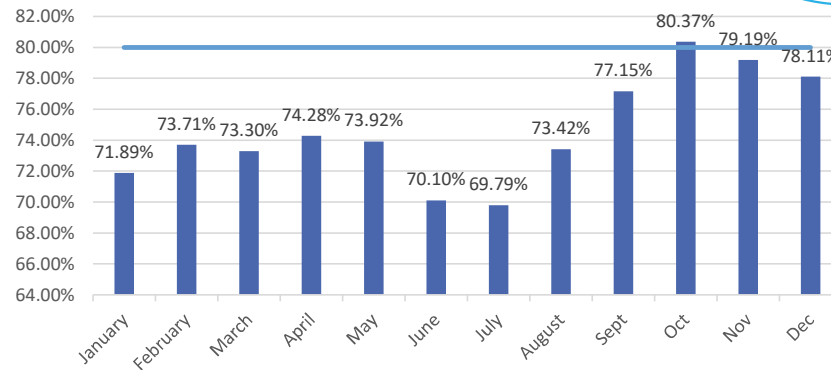
Participants in In-House Day Services , 83



Participants in Remote Day Services , 56

Participants in Community Day Services , 191

Utilization of Community Day Services  
Goal 80%





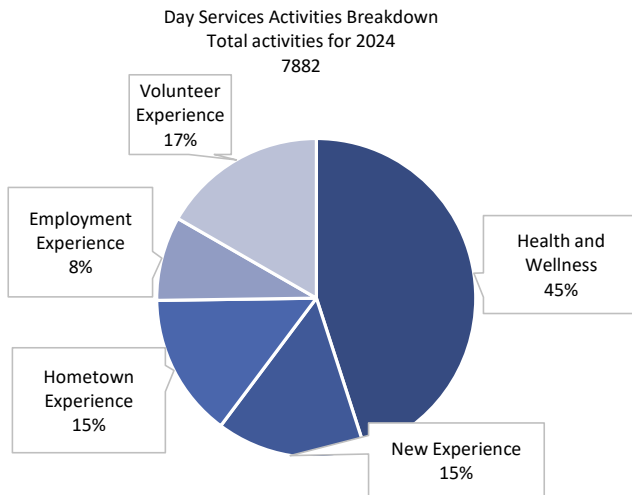
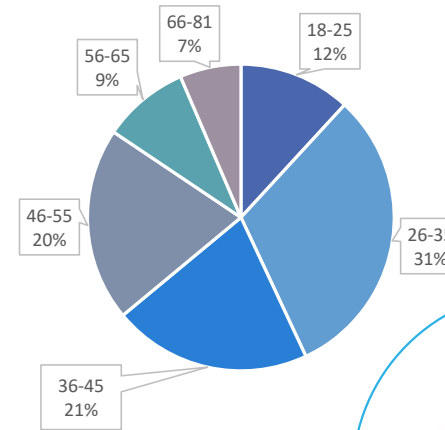
## Community Based Day Services

191 individuals participated in our Community-based Day Services during 2024.

62 participants in community –based day services also participated in another MRCI service simultaneously.

Criteria was established for all community- based activities based to ensure participants were achieving meaningful person-centered activities. Five category guidelines were established with a monthly goal of 20% achieved for each category. Categories included: **Health and Wellness, New Experience, Hometown Experience, Employment Experience, and Volunteer Experience.** During 2024, Community–Based participants enjoyed 7882 activities. We continue to add volunteer opportunities to our community- based day service groups. Our participants volunteer with community partners within our service areas. Great relationships are created during these volunteer experiences.

Age Breakdown Community Day Services Participants



### Community Based Day Services cont

MRCI continues to set the standard for volunteering in our local communities. During 2024, MRCI Day Support Services participants achieved 1316 volunteer opportunities.

MRCI participants enjoy these opportunities to engage with their local community.

Our community partners appreciate their positive and willingness to help.



A few of our community volunteer locations are:

- Meals on Wheels
- Feed My Starving Children
- ECHO Food Shelf
- Salvation Army
- Humanity Alliance
- Parker Oaks,
- Benches
- VEAP
- Living Well
- St Peter Thrift & Consignment
- Adopt-A-Park
- Hosanna Lutheran Church
- St Wenceslaus Church
- Kiwanis Holiday Lights
- Carver Park
- Shakopee Legion
- Nokomis Library
- New Prague Social Action Group
- Special Olympics
- The Village in Waterville





## Remote Day Support Services

56 individuals participated in our MRCI Remote Day Support Services. 43% of the individuals participating in remote day support services also participated in one or more of our other services.

1205 remote sessions were offered during 2024.

Volunteers are scheduled to create community involvement for our remote participants.

Feedback on future session topics is important to keep participants engaged.

Comments from participants and team members include:

- Love the flexible schedule!
- Enjoy talking with the staff!
- Morning Wake-Up gets him moving.



- During the summer months, I enjoy the meeting with my friends during these sessions.
- Grateful this is an option when other services cannot be offered due to weather, etc.
- Enjoy talking with the staff!
- I like the staff, learning new things. Would like more variety in “mystery boxes” and “Morning Meet-up”. I dislike not having sessions on weekends.
- Friendly staff, lots of engagement, new times for sessions, new games in the afternoon and Fun Time!
- Likes the sessions, because of this services, he now likes history and travel!
- Staff are wonderful and we appreciate all their hard work.
- It’s great that we can choose which classes she would like to take every day.
- She participates one day a week which works well on her day at home from community day services.
- We would enjoy a language session, possibly simple commonly used words in either Spanish or French.
- Would like to see prizes for some of the games, possibly gift cards. The certificates emailed for BINGO are appreciated!

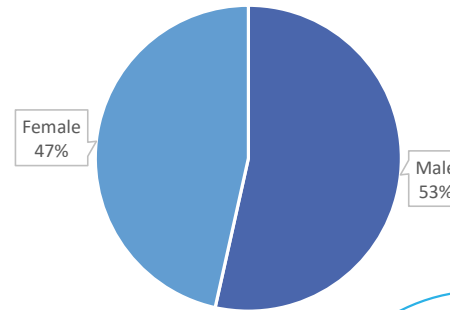
## EASE –Embracing Aging through Social Engagement

MRCI provides in-house day service programming in two licensed settings in southern Minnesota: Mankato and New Ulm. Participants are usually 55 years of age and transitioning to retirement or fully retired and desire healthy and engaging recreation and leisure activities. The staffing ratio is 1:4 and community integration is built into the scheduled activities. EASE participants have the daily choice of participating in a community activity or in-house (or both).

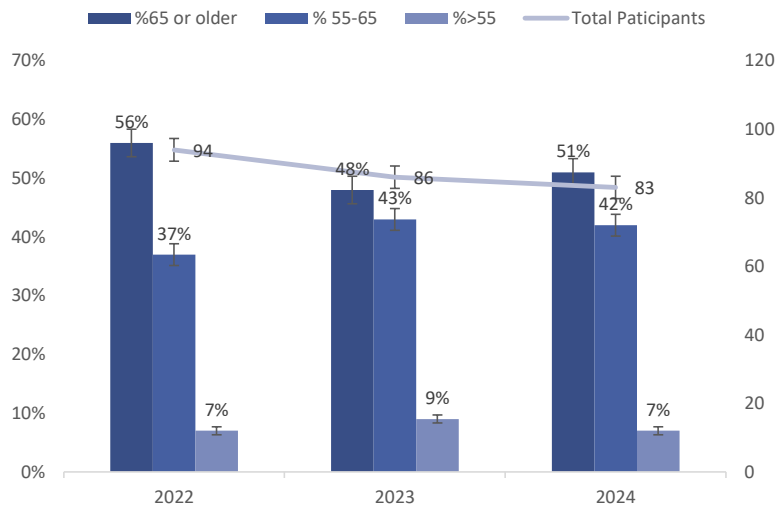
Our EASE community activities include a variety of volunteer options including: Woodstone Senior Living, Sibley County Food Shelf, Feed my Starving Children, Feeding our Communities, Brown Co United Way, Mankato School District Trunk or Treat, CADA, My Place, Salvation Army, Merely Players, Backpack Food Program, United Way Books for Kids, Graze Food Coop and Mankato Kiwanis.

83 individuals participated in our EASE program in 2024. 12 of our EASE participants also participated in other MRCI services while in our EASE program.

Gender of EASE Participants



Age of EASE Participants

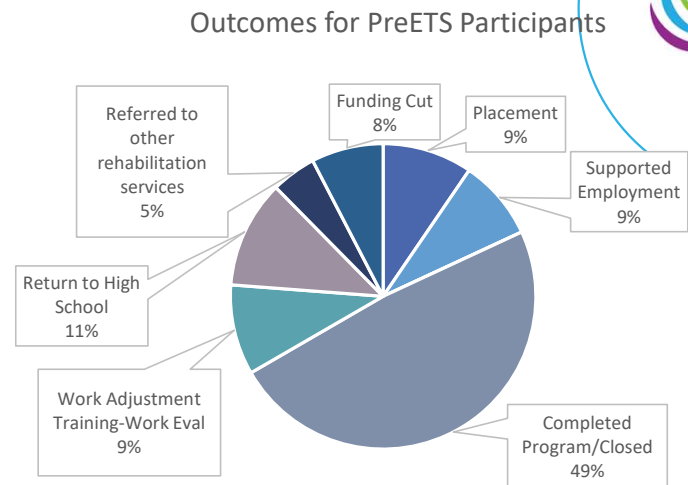
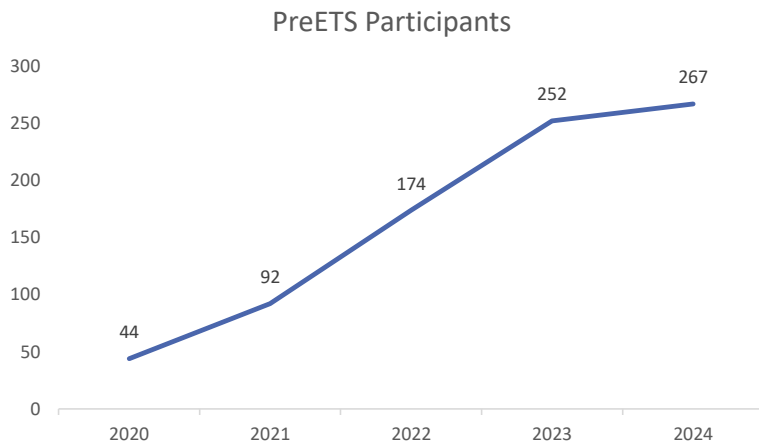


## Pre-Employment Transition Services (Pre-ETS)

MRCI provides Pre ETS services across all our employment service areas. 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 Pre ETS program allows the individual to work at an employer site and get paid by MRCI at a competitive wage. A job coach can be added to this service also. The same services listed for the Pre ETS services can also be provided to those older than 21.

267 individuals participated in Pre ETS in 2024. Participation in this service continues to increase annually. Positive outcomes for 2024 from this service included participants transitioning to community employment, placement services and work adjustment training.



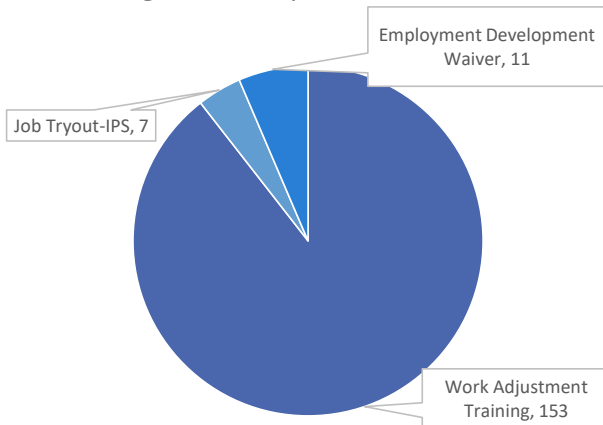
## Development Services

MRCI development services includes waived and VRS-DEED funded service. These programs include 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.

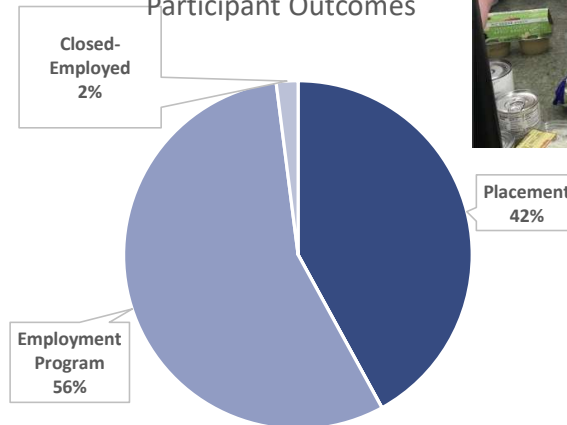
### Trends

- 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.
- Average wage for participants transitioning to employment services was \$14.37.
- Participants transitioning to our employment services increased slightly from 2023 from 16 to 20.

Program Participation Breakdown



Participant Outcomes

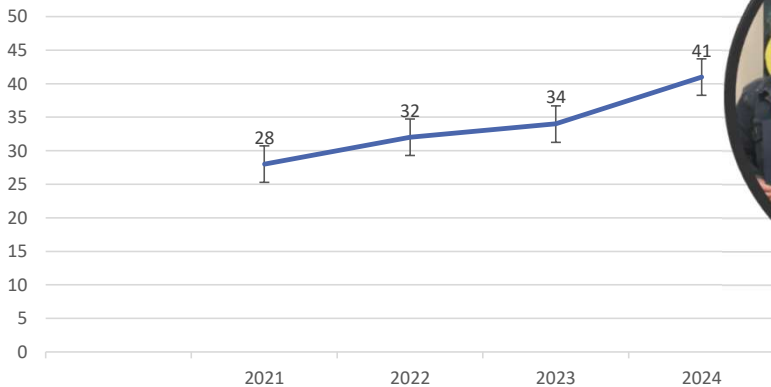


## Bridge to the Future- Skills Training Services

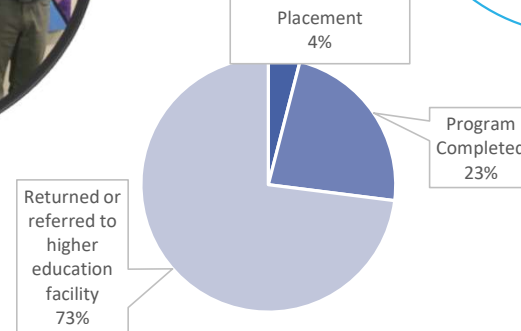
Participants are referred and funded by DEED or by Waivered County Case Managers. Many participants seek competitive, integrated employment after the services are completed while others transition to other MRCI programming. Participants in Bridge to the Future usually return to school and continue with 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. This program 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.

Bridge to the Future Annual Participation



2024 Participants Outcomes



## Community Employment Placement Services

MRCI Placement Services continues to provide all participants with placement planning, job development, and job stabilization within the funding provided. These services are reimbursed through achieving individual person-centered milestones developed by the participant at the start of the program. The goals center around achieving competitive community employment. The Department of Human Services and DEED collaborated to implement E1MN Placement Services. This authorization is funded through DEED with similar milestones as the PBA, however the outcome for funding the supports after community employment is achieved is waiver support services through DHS.

### Determination Drives Success



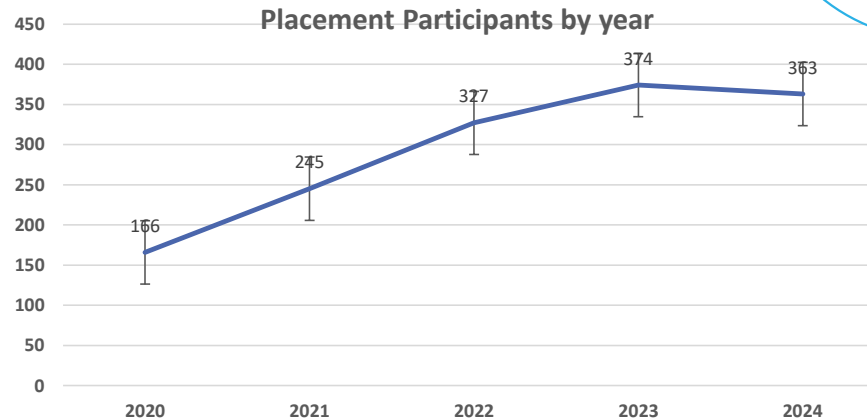
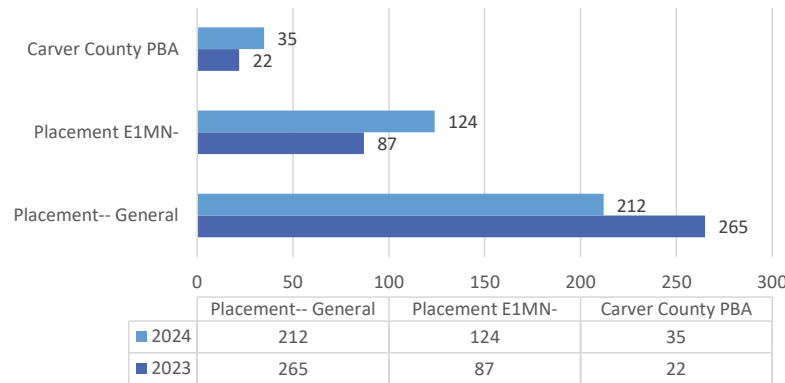
Since February 2024, Tristen has been a dedicated employee at Anytime Fitness, excelling in his housekeeping role. His duties encompass sanitizing the premises, ensuring the weight machines are clean, and keeping the floors spotless through mopping and vacuuming.

Tristen's been working with MRCI in New Ulm since 2022. He started by sharpening his professional skills and discovered his employment preferences through job tryouts at Cash Wise and Martin Luther College. He then moved into the job placement program where he researched job openings, hours of work, transportation needs and had help with applying and interviewing for jobs. He credits MRCI for his success, stating, "I wouldn't have got the job at Anytime Fitness without them. They helped me job search and advocated for me throughout the hiring process."

Tristen's performance has not gone unnoticed. His supervisor at Anytime Fitness, Landon Watson, commends him for his proactive approach, stating, "He asks questions when he has them and if there's something that I need to remind him of he will always get it done." Similarly, MRCI Employment Specialist, Tim Leskey, praises Tristen's work ethic and courtesy towards gym members.

Tristen has been on a journey. Within two years, he moved from South Dakota to Ohio and finally landed in Minnesota, transferring between two high schools in New Ulm. However, Tristen's resilience and determination led him to successfully graduate despite these hurdles.

Tristen's story exemplifies the power of dedication, resilience, and supportive guidance in achieving success. His ongoing journey with MRCI and Anytime Fitness serves as an inspiration for others embarking on their own employment journeys.





## Employment Supports

Employment Supports ensure success 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.

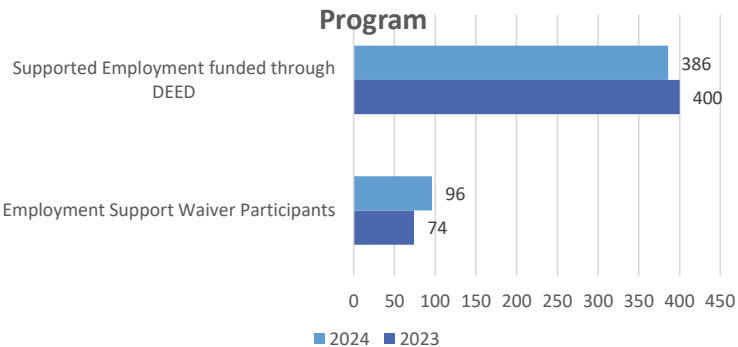
- **Supported Employment-** Providing long-term supports as well as personal and professional development opportunities for participants to maintain and advance in their jobs transitioning the opportunities into careers.
- **Employment Support Services-** Services to receive assistance after the participant 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 including disability awareness.

Trends:

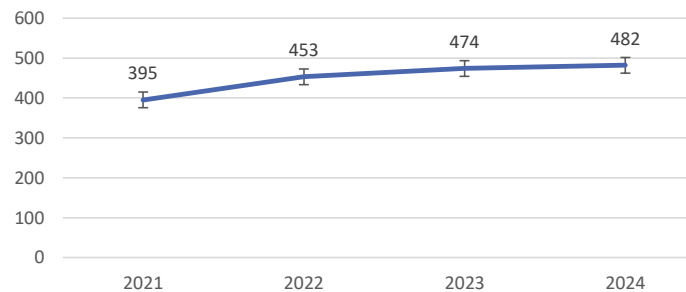
- Waiver funded participants increased slightly in 2024 along with employer paid participants funded through the Minnesota Department of Employment and Economic Development (DEED)



### Supported Employment Participants by Program

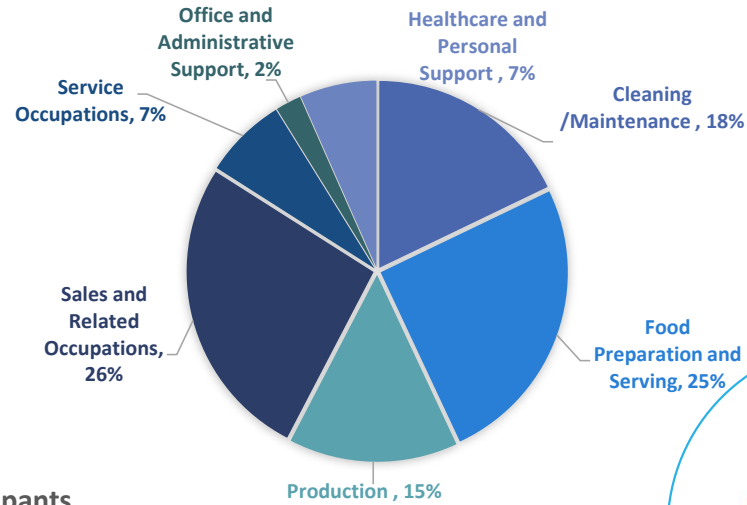


### Employer Paid Participants

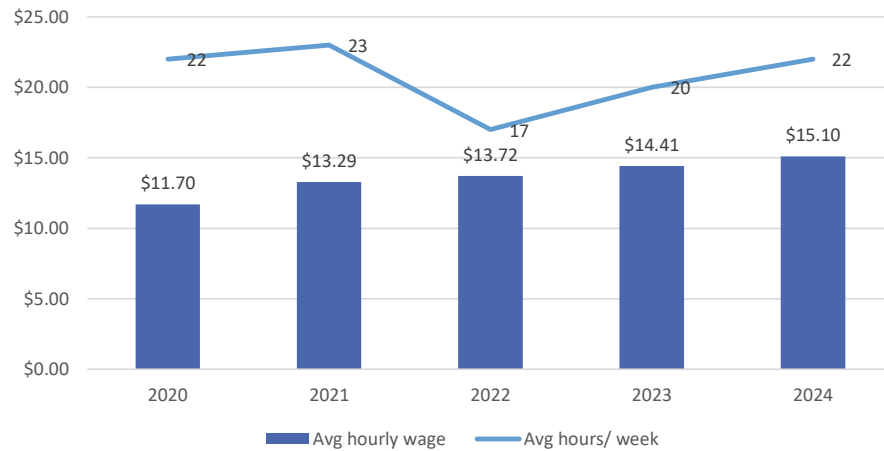


## Employer-paid employment supports

211 employment placements were created in 2024. This is a decline from 2023 with 266 new job placements. Average hours for employer paid participants increased slightly from 20 in 2023 to 22 in 2024. Average wage increase also from 2023 from \$14.41 to \$15.10. Sales and related occupations increased in 2024 to 26% from 16% in 2023. Production related occupations decreased from 28% to 15%.



Average wage and hours for Employer Paid Participants



## Individual Placement and Support (IPS)

The IPS team started 2024 with a waitlist for program entry due to increased referrals. In the beginning of Q2 an additional Employment Specialist was hired to serve Nicollet County and share the Sibley County service area.

At the end of Q2, the IPS Employment Coordinator transitioned to the role of Employer Manager and hired a new IPS Coordinator.

In the IPS Caseload and Employed graph you can see the number of people served and the number of participants working continued to increase in Q3 and Q4, ending the year with 56 people served and 28 working.

In the 2024 Overall Working vs State and US graph, we stayed consistent throughout Q1-Q3 in line with US averages. In Q4 our participants overall working increased to 50%, which is higher than the US average.

We ended 2024 with waitlists in both Nicollet and Blue Earth counties.



### IPS Caseload/Employed



### 2023 Overall Working vs. State and US



## 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.

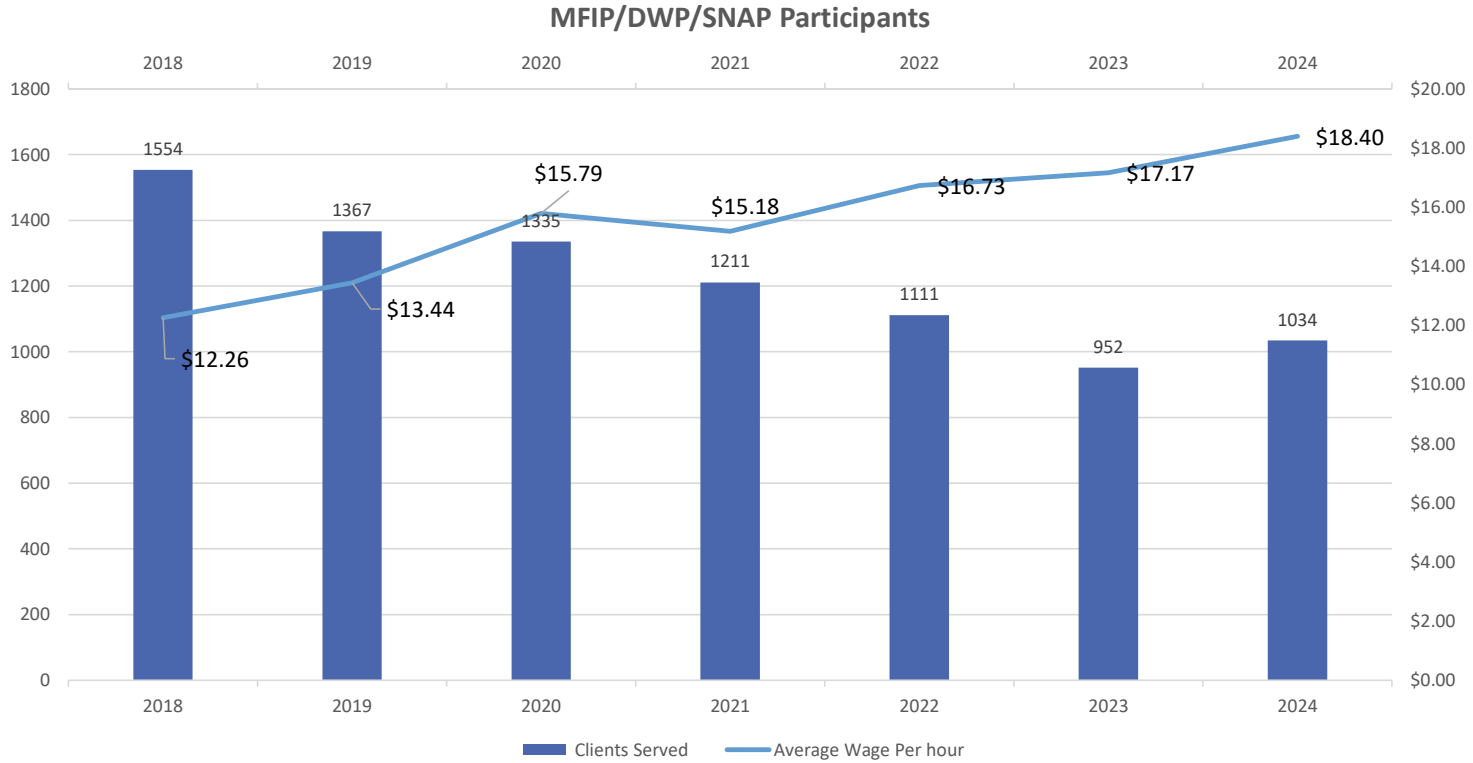
The DWP and SNAP programs have similar goals. DWP serves families who are new to the public assistance programs with a goal of "diverting" the family from entering the MFIP program. SNAP serves single individuals who are considered able-bodied adults and are mandated to find employment within three months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

### 2024 Trends

- Caseloads continue to decline, due in part to the recent robust hiring climate, however we continue to see clients facing greater challenges than ever. Again, we saw and continue to see an increase in individuals who are experiencing extreme mental health crisis, or that have children with severe emotional and behavioral issues, thus preventing them from holding full time or even part time positions. These families are entered into the Family Stabilization track of the MFIP program which works to stabilize the household, usually through the application for and receipt of social security benefits. However, due to the back log in the courts, clients tend to wait 3 to 4 years for social security hearings, thus the stress of living on an extremely limited income in an ever-increasing expensive cost of living world adds additional stress and economic burdens, thus exacerbating mental health.
- The increased cost of basic needs such as food, shelter, and clothing has resulted in clients reaching out more often to the Job Counselors for help with rent, gas, car repairs, car insurance and phone bills. Between the two Public Support Program offices over \$95000 was spent in support services.
- Homelessness has increased among the families and individuals served. In the past the higher numbers of homeless were in the SNAP Employment and Training Program, which serves single individuals, however in 2024 we saw more and more families facing eviction, going to shelters or sleeping in their vehicles.
- There is good news however, that being for those working we are seeing higher wages offering more sustainable income and self-sufficiency.



**Contracted Employment Services for County Government cont.**



## Client Directed Services (CDS)

Client Directed Services (CDS) provides self- directed services throughout the State of Minnesota as well as North Dakota, South Dakota and Iowa for our Veteran's Directed Services.

Under the Financial Management Services (FMS), CDS offers Consumer Directed Community Supports (CDCS) and Consumer Support Grant (CSG). Under FMS programs, the individuals take charge of their care by hiring and training Direct Care Workers who can meet their unique needs. MRCI-CDS works with the individual or their representative to ensure the individual's needs are met in accordance with DHS program rules as well as state and federal employer laws.

CDS provides other service options including Individualized Home Supports (IHS) with and without Training and remote options, Respite, Homemaking and Host Home under a 245D license. PCA Choice, as well as a Private Pay option. We are pleased to be a provider of choice for all home and community-based services under the five waiver types throughout Minnesota.

For Veteran's Direct Care (VDC) not only in Minnesota but in North Dakota, South Dakota and Iowa. CDS is the only provider for VDC services within these states, and we are honored to serve our nation's heroes in their own homes and communities.

October 2024, CDS saw the beginning of large- scale transition withing Minnesota disability services. The programs of PCA Choice and CSG will begin the transition over what is called Community First Services and Supports (CFSS). With CFSS, the additional services of Consultation was added to assist with planning and oversite of CFSS for the 45,000 Minnesotan's currently on the program of PCA and CSG who will need to transition over to CFSS. MRCI was granted a contract for Consultation services.

CDS ended 2024 supporting over 3,600 individuals in their homes and processed payroll for approximately 6,200 Direct Care workers.

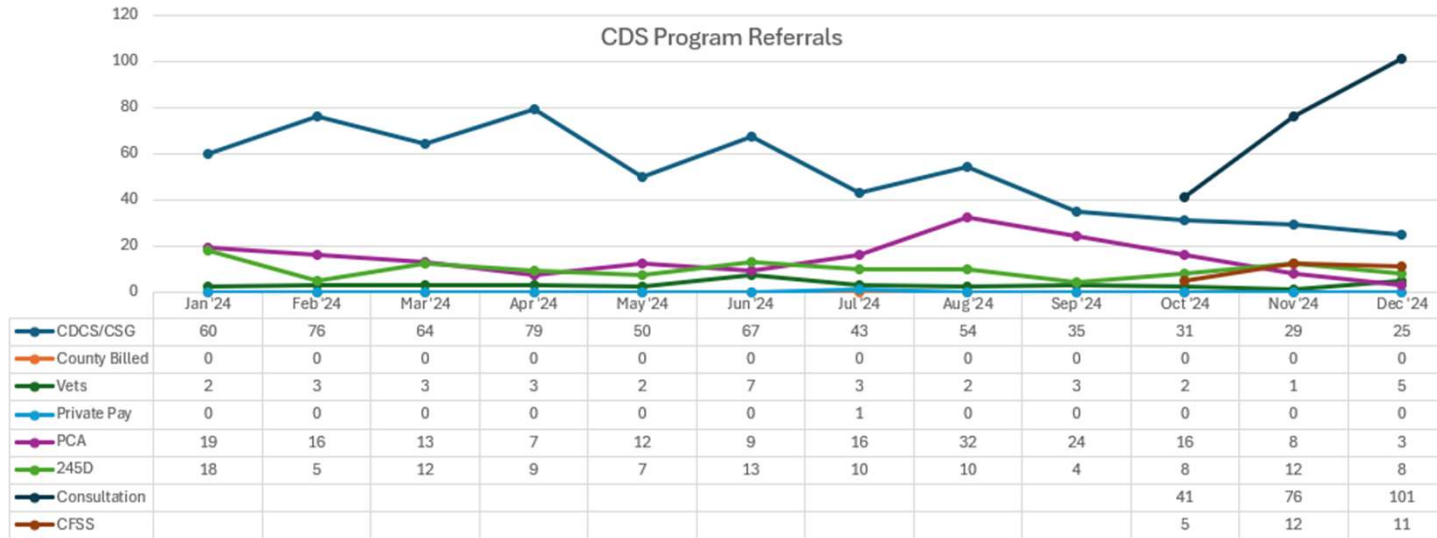
Top attributes for Why MRCI-CDS?

1. Staff are responsive and dedicated.
2. Staff are innovative and solution focused.
3. Multi-lingual staff support Somali and Spanish speaking individuals.



## Client Directed Services (CDS) cont.

CDS Program Referrals



CDS Program Enrollments

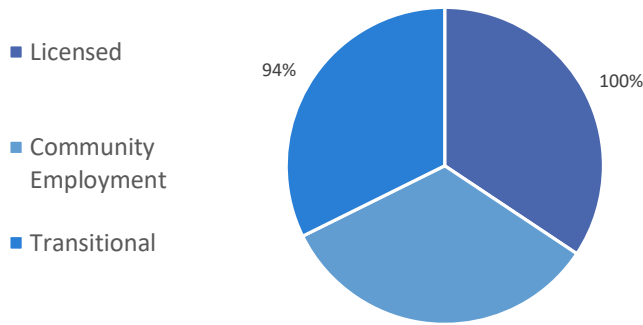


## 2024 Participant and Team Members Satisfaction

MRCI values input from program participants and their team members. On an annual basis and when a client transitions from one program to another, input is collected from participants, guardians, residential providers, case managers, and employers (if participant has employment) about the services that were provided. Feedback is received through surveys and group activities. Based on this information, changes are made to programs and services to improve the MRCI experience for all participants. The information received anonymously through surveys is shared with MRCI staff to celebrate successes and determine areas for improvement.

Overall program satisfaction from participant for all programs was 97% in 2024.

Program Participant Satisfaction



Feedback received from 2024 surveys include:

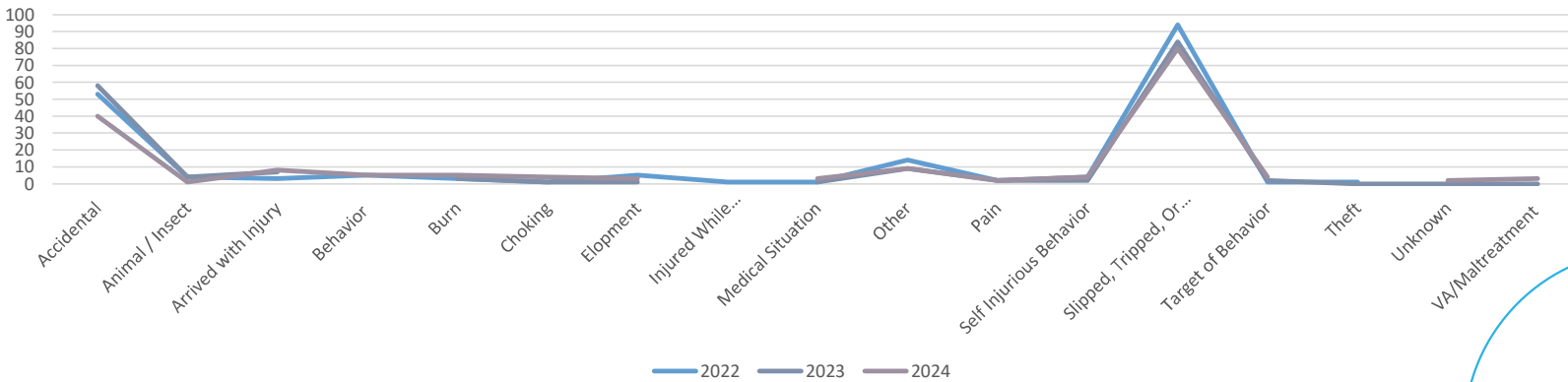
- I'd like to get more hours without anything interfering with my benefits
- I especially love working with MRCI.
- The work experience was awesome!
- I love how MRCI was very honest, open and helpful
- I like having fun and the adventures.
- MRCI staff are very attentive and responsive to the needs of our daughter.
- MRCI gives him so many opportunities to see and learn new things!
- We are very pleased with the Day Program. She loves her MRCI friends and all the wonderful activities!
- Great communication, very professional! Keeps us team members up to date daily and shares fun photos showing us what activities she is participating in.
- The business received a 5-star review because of our client. The review added that the customer will be shopping there going forward because of him!



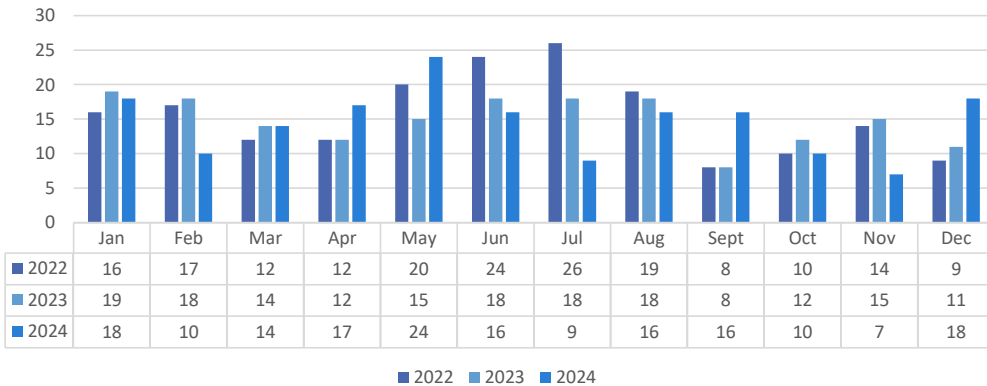


# Safety & Incident Reporting

### Yearly Incident Trends



### Total Number of Incidents by Month



2023 to 2024, we saw consistent numbers of incidents. Summer and Winter months we tend to have a higher number of slips, trips and falls with clients walking on uneven ground or snowy, icy conditions although we are seeing a slight decrease of monthly incidents for 2024. The Safety Committee meets quarterly to review the incidents and discuss solutions for reduction. Incidents are monitored monthly by the Transportation and Safety Specialist to ensure immediate attention to any recurrent problems.



## Staff Satisfaction

To assist the Senior Leadership team in recognizing potential situations arising within the organization, a monthly staff satisfaction is emailed to all staff by an external vendor. Staff complete the survey anonymously. Questions and calculating positive responses are as follows:

**Formula=**  $\frac{\text{total\# of yeses}}{\text{total \# of yeses + total number of nos}}$

**Yes to:**

Were you given the opportunity to learn new things?

Were you asked to share your opinion or offer your ideas?

Were you encouraged to contribute to the improvement of work processes?

Have you experienced a sense of pride in the work you are doing?

Did you think that MRCI leadership cared about employee well-being?

Did you get the instructions/guidance you needed from your superior(s)?

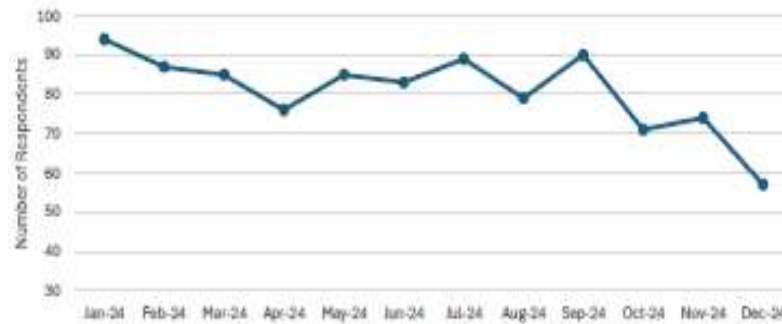
Have you believed your opinions and ideas have been heard by your manager/supervisor?

**Nos to:**

Did you feel energized by work?

Staff have opportunity to add additional comments at the end of each monthly survey. Overall percentage of monthly favorable responses ranged from 79% to 86%. Average favorable responses for 2024 was 82% which was slightly higher than the 2023 average of 79%.

MRCI Number of Responses 2024



MRCI Employee Engagement 2024



## Major Risks 2025

**For 2025, the Senior Leadership Team has identified the following areas that pose a risk to MRCI:**

1. MRCI has several concerns regarding the state and federal funding discussions. MRCI leadership will advocate for programming and continue to monitor funding levels while positioning key staff as trusted sources for legislators.
2. MRCI leadership maintains a constant awareness of labor issues that may pose a challenge to the organization and its ability to continue to provide services to participants. Retention and succession planning for key positions with high level talent will remain a priority and a risk when considering the future health of MRCI.
3. As cost margins continue to shrink, MRCI leadership is monitoring the CDS program shifts and numbers. If CDS does not meet its projected revenue and customer growth goals or if it is beginning to lose ground in the market to competitors, this would pose a significant threat to the profit that is generated by this service. Erosion of net profit by outside factors continue to be a risk for 2025 and will need to be monitored.

### **Conclusion**

The MRCI Risk Management Plan provides a guideline to assess major risks encountered by MRCI. The Senior Leadership Team, Board of Directors, and staff members are encouraged to review all issues as they arise to determine if the issue represents a potential risk across the agency and if a policy or procedure or other change to protocols needs to be developed to address the issue. Through diligent attention to the risks, MRCI continues to be able to meet the mission of providing quality services to people receiving services.



## 2025 Program Initiatives

This program work plan outlines MRCI's commitment to financial sustainability, innovation, organizational culture, client focus, and program planning. By implementing these strategies and continually monitoring progress, MRCI will be better positioned to achieve its mission and create meaningful impact in the community. The theme in 2025 is “FOCUS”.

**F**inancial Sustainability

**O**pportunities for Innovation & Growth

**C**ultivating Organization Culture

**U**ser Experience

**S**mart Program Planning

More detail in the 2025 Work Plan



## MRCI Senior Leadership and MRCI Board Members



Casey Westhoff  
CEO



Jeff Call  
CFO



Tami Reuter  
CBMO



Karen Johnson  
CHRO



Julie Lux  
CCDS



Dave Borchert



Mark Dehen



Steve Roehlfing



Vance Stuehrenberg



Duane Olenius



Joe Kregger



William Miller



Robert Roepke



Bruce Anderson



Mary Jo Menden



Jaime Bleess

- Board members meet as a full board in February, April, June, August, October and December on the first Monday of each month
- Executive-Finance Board meets in January, March, May, July, September and November
- Full board members review and approve annually : MRCI Board Bylaws, Accessibility Plan, Program Abuse Prevention Plans, Risk Management Plan and Program Outcomes and Evaluation Plan, Annual Operating budget

### Initiatives for 2025

- Recruitment of new board members.
- Strengthen Board committees.

