



April 8th, 2021

**Camden County Senate Bill 40 Board
(dba) Camden County Developmental
Disability Resources**

Open Session Board Meeting

Agenda

Camden County Senate Bill 40 Board
d/b/a Camden County Developmental Disability Resources
100 Third Street
Camdenton, MO 65020

Tentative Agenda for Open Session Board Meeting on April 8th, 2021, at 5:00 PM

This Board Meeting will be held at:

255 Keystone Industrial Park Drive
Camdenton, MO 65020

Participants can also Join via WebEx/Phone:

<https://camdencountydevelopmentaldisabilityresources.my.webex.com/camdencountydevelopmentaldisabilityresources.my/j.php?MTID=m23e18efe3ca6d0e6b228f4f83eb462cf>

To Join by Phone: 1-415-655-0001
Meeting Number (Access Code): 182 826 6437
Meeting Password: 32397469

Call to Order/Roll Call

Introduction of New Board Member

Approval of Agenda

Approval of Open Session Board Meeting Minutes for March 11th, 2021

Acknowledgement of Distributed Materials to Board Members

- February 2021 OSLCFDC Monthly Report
- February 2021 CLC Monthly Report
- February 2021 LAI Monthly Report
- 2020 CCDDR Performance Improvement Report
- March 2021 Support Coordination Report
- March 2021 Employment Report
- March 2021 Agency Economic Report
- February 2021 Credit Card Statement
- Resolution 2021-13

Speakers/Special Guests/Announcements

- NONE

Monthly Oral Reports

- Our Saviors Lighthouse Child & Family Development Center
- Children's Learning Center
- Lake Area Industries
- MACDDS Updates

Old Business for Discussion

- COVID-19 Related Updates
- Status of Medicaid Spend-Down, Ticket-to-Work, and Other Medicaid Premiums Program

New Business for Discussion

- CARF Survey & File Submissions

CCDDR Reports

- 2020 CCDDR Performance Improvement Report
- March 2021 Support Coordination Report
- March 2021 Employment Report
- March 2021 Agency Economic Report

February 2021 Credit Card Statement

Discussion & Conclusion of Resolutions:

- Resolution 2021-13: 2019 Annual Report

Board Educational Presentation/Discussion: Missouri Association of County Developmental Disabilities Services (aka "MACDDS")

Open Discussions

Public Comment

Pursuant to **ARTICLE IV**, "Meetings", Section 5. Public Comment:

"The Board values input from the public. There shall be opportunity for comment by the public during the portion of the Board agenda designated for "Public Comment". Public comment shall be limited to no more than 3 minutes per person to allow all who wish to participate to speak. It is the policy of the Board that the Board shall not respond to public comment at the Board meeting."

"Only comments related to agency-related matters will be received, however such comments need not be related to specific items of the Board's agenda for the meeting. The Board shall not receive comments related to specific client matters and/or personnel grievances, which are addressed separately per Board policies and procedures."

Adjournment of Open Session

Closed Session Pursuant to Section 610.021 RSMo, subsections (1) & (21)

The news media and any interested party may obtain copies of this notice, and a direct link to the WebEx meeting can be submitted to anyone requesting access by contacting:

Ed Thomas, CCDDR Executive Director

5816 Osage Beach Parkway, Suite 108, Osage Beach, MO 65065

Office: 573-693-1511 Fax: 573-693-1515 Email: director@ccddr.org

March 11th, 2021
Open Session Minutes

CAMDEN COUNTY DEVELOPMENTAL DISABILITY RESOURCES

Open Session Minutes of March 11th, 2021

Members Present Betty Baxter, Paul DiBello, Nancy Hayes, Kym Jones,
Dr. Vicki McNamara, Brian Willey

Members Absent Angela Sellers, Angela Boyd, Suzanne Perkins

Others Present Ed Thomas, Executive Director

Guests Present Natalie Couch, (LAI)
Susan Daniels, Adrian Anderson (CLC)
Jessica Jensen OSLCFDC
Jeanna Booth, Marcie Vansyoc, Rachel Baskerville, Ryan Johnson, Lori Cornwell,
Connie Baker, Micah Joseph, Sharla Howard, Linda Simms (CCDDR)
Wendy Renner, Ever's and Company CPA's, LLC

Introduction of New Board Member

Angela Boyd, new board member was unable to attend but plans on attending the April Board Meeting.

Approval of Agenda

Motion by Brian Willey, second Kym Jones, to approve the agenda as presented.

AYE: Betty Baxter, Dr. Vicki McNamara, Nancy Hayes, Kym Jones, Brian Willey

NO: None

Approval of Open Session Board Minutes February 11th, 2021

Motion by Betty Baxter, second Nancy Hayes, to approve the February 11th, 2021, Open Session Board Meeting Minutes as presented.

AYE: Betty Baxter, Dr. Vicki McNamara, Nancy Hayes

NO: None

ABSTAIN: Brian Willey, Kym Jones, because they were not present at the February 11th, 2021 Open Session Board Meeting.

Approval of Closed Session Board Minutes February 11th, 2021

Motion by Nancy Hayes, second Betty Baxter, to approve the February 11th, 2021, Closed Session Board Meeting Minutes as presented.

AYE: Betty Baxter, Dr. Vicki McNamara, Nancy Hayes

NO: None

ABSTAIN: Brian Willey, Kym Jones, because they were not present at the February 11th, 2021 Closed Session Board Meeting.

Paul DiBello joined the meeting at 5:10 PM

Acknowledgement of Distributed Materials to Board Members

- 2019 Final Audit Review
- January 2021 OS�CFDC Monthly Report
- January 2021 CLC Monthly Report
- January 2021 LAI Monthly Report
- February 2021 Support Coordination Report
- 2020 Performance Summary
- February 2021 Employment Report
- February 2021 Agency Economic Report
- January 2021 Credit Card Statement

Speakers / Special Guests /Announcements

- **New CCDDR Support Coordinator**

Ed introduced the new Support Coordinator, Sharla Hoard. Sharla was a previous employee, originally hired in 2012 and worked for CCDDR until 2019. Sharla will be filling the position of Jami Weisenborn, who will be leaving on March 31st.

- **New LODC Director – Jennifer Campbell**

Jennifer Campbell was unable to attend but hopes to be at the April Board Meeting.

- **Wendy Renner – Ever’s & Company, CPA’s, LLC – CCDDR FY 2019 Final Audit Report**

Wendy Renner explained the independent audit report and items on all pages in the bound audit report for 2020. All reports were covered more in detail. Wendy considered the audit to be a “clean” audit report. Dr. McNamara commented it was hard to get a clean audit report and acknowledged CCDDR staff for their efforts.

Monthly Oral Reports

Our Saviors Lighthouse Child & Family Development Center (OSLCFDC)

Executive Director – Jessica Jensen

OSLCFDC presently has an attendance of 24 children, with 1 spot open, and currently serves 2 CCDDR clients. There are 5 spots open for summer camp. Gail Griswold is helping with fundraisers for summer camp and transportation.

Children’s Learning Center (CLC)

Susan Daniels

CLC enrollment is full and has a full staff. There are 10 CCDDR clients receiving one-on-one supports. A \$2000 grant was received. Pizza for a Purpose will be the next fundraiser. A Kiwanis grant will be

received on 3-24. Night Glow 5K will be June 18 in Linn Creek. Susan has stepped down as Executive Director so she will have more time to work on fund raising projects. The new Executive Director is Adrian Anderson.

Lake Area Industries (LAI) Natalie Couch

February was an interesting month. February 9 was a snow day. 56 persons employed at LAI with 49 of them being CCDDR clients. The prevailing wage increased from \$10 to \$11.15 per hour. Additional monies were received from DESE. Drink sticks are wrapped and ready to go, busy working on tackle boxes for Lakers and have 235 open purchase orders for BTI. There are 34 employees who have been vaccinated for COVID. A grant for \$1400 has been received from CFL and will be used to reward employees.

MACDDS Updates

SB24 would eliminate personal property tax over 5 years. This has been tabled until after spring break. It is pretty certain efforts will be made to try to get this back on floor, but if it were to pass, SB40s, schools and hospitals would be affected dramatically- for CCDDR, this equates to approximately 18%-20% of total tax valuation. Ed said check on MACDDS Phone2Action for updates, form letters, alerts, etc. This would be approximately \$15 million to \$20 million affecting the I/DD service system in Missouri.

Old Business for Discussion

- **Covid-19 related updates**

Positivity rate has been running from 3 to 6% for past 2 weeks. The positivity rate is good currently but can change at any moment due to number of tests given. As of February, 37 clients had been tested, 16 of those had COVID, and there were 4 deaths in the last 12 months, with one death due to COVID. 112 individuals are interested in being vaccinated that had been vaccinated already – 41% of clients not interested in being vaccinated. Face-to-face visits between Support Coordinators and clients will resume 4-1-2021. DMH protocol will be followed.

New Business for Discussion

- **Potential New Housing Program**

Investor from St. Louis looking at Lake area to purchase homes and lease to only individuals with disabilities. First meeting was held with a CCDDR client today. The agency has identified 5 clients interested presently but others will be asked if interested. ISL's lease amounts are not always affordable and being looked at also. May be possible for waiver to be used for accessibility modifications of homes. Looking at possibly expanding the HVP to ISLs.

- **Status of Medicaid Spend-Down, Ticket to Work, and Other Medicaid Premium Program**

Awaiting final word on Medicaid Expansion guidelines. Medicaid Expansion is set to go into effect on 7-1-21.

March 2021 Reports

- **Support Coordination Report**

Caseload count has been fluctuating between 325 and 335 with 330 clients budgeted for. CCDDR has 1 new potential client, and 2 clients may come back. Lost some non-Medicaid clients but they will probably resurface. Billing has increased. Everyone is acclimated to virtual visits, including clients; however, not able to see everything in home to ensure safety is in place. So far in 2021, 99% has been collected on claims.

- **2020 Performance Summary**

Ed talked about the final results of 2020 summary and identified trends, strengths, and weaknesses. Improvement plans have been implemented for concerning measures.

- **Employment Report**

Not much change – tough last 12 months due to COVID. Employment normally does more business in the summer because of tourist season. Employment usually runs 20% to 22% in the summer; however, last season reflected no increase in percentages.

- **Agency Economic Report**

Agency doing well and there is nothing to be concerned about at this time. The allocation in restricted funds might need to be changed in coming months.

Motion by Kym Jones, second Betty Baxter to approve **ALL** reports as presented.

AYE: Betty Baxter, Dr. Vicki McNamara, Nancy Hayes,
Kym Jones, Brian Willey, Paul DiBello,

NO: None

January 2021 Credit Card Statement

No Questions and a vote not necessary.

Discussion & Conclusion of Resolutions:

- **None**

Board Education Presentation/Discussion: Support Coordinator & Quality Assurance Coordinator

Micah Joseph, Quality Assurance Coordinator presented a PowerPoint of “Days in the lives of a Support Coordinator” and how they contribute to the organization. There are 10 Support Coordinators, each carrying a caseload of approximately 32 clients. Plans consisting of 20 to 40 pages are laid out for each client. The steps of the plan were explained. Nancy asked if assessments were formal or informal – Micah responded informal. Dr McNamara asked if other outside agencies were included (i.e. schools) in the plan meetings– Micah replied not often. Kym asked if primary care physicians were included in the meetings – Micah replied not often. Normally the plan meetings consist of client, parent/guardian,

service provider and CCDDR or others that client/guardian feel comfortable with. Monthly and quarterly reviews are also completed for each client on the Support Coordinators caseload. Support Coordinators link clients to resources that may be needed and communicates with state when necessary. The Support Coordinator has to account for their day's activity by entering log notes in increments of 5 minutes. The log note must consist of the 5 W's – who, what, when, where, why. The Support Coordinators are very good at helping and assisting each other when possible. Dr McNamara asked if Respite care was a service. Ed replied Respite Care could not be funded by any SB40.

Micah Joseph included in his PowerPoint presentation, "A day in the life of a Quality Assurance Coordinator." There are 2 Quality Assurance Coordinators. They do QA on everything that derives from a Support Coordinator. Nicole Whittle does Assessments and Intakes. Micah trains on assessments, IT and special projects as well as doing quality assessments. Micah reviews plans to make sure any necessary justifications are covered, creates templates, reviews quarterly audits from DMH, monthly/quarterly report reviews and also communications with state. They review plans, monthlies, and quarterlies to assure everything is covered that is required by the state. CCDDR is audited by the state every quarter.

Communications with state is necessary to ensure we are on top of all information both old and new. Targeted Case Management is who we are.

Open Discussion:

None

Public Comment:

None

Adjournment:

Motion by Betty Baxter, second Brian Willey, to adjourn meeting.

AYE: Betty Baxter, Dr. Vicki McNamara, Nancy Hayes,
Paul DiBello, Kym Jones, Brian Willey

NO: None

Board Chairperson/Other Board Member

Secretary/Other Board Member

OSLCFDC Monthly Report

OSLCFDC February 2021

Expenses Total: \$11565.76

Quickbooks Accounting - \$35

Quickbooks Payroll - \$61 (\$45, plus \$4/employee for direct deposit)

Food - \$190.35

Total Payroll - \$6209.73

Taxes Cleared - \$5024.34

Misc- \$45.34 (Crib)

Liabilities - \$7236.76

Payroll Taxes Fed 2nd Qtr \$2316.35

Payroll Taxes Fed 3rd Qtr \$3103.57

Payroll Taxes Feb Feb \$1358.56

Payroll Taxes State 1st Qtr 21 \$ 323.00

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Income Total: \$10342.10

Tuition/Deposit - \$6411

Donation - \$200

Child Serv - 0

Food Subsidy - \$2160.45

Para Subsidy - \$1570.65

Feb Bank Statement Beginning Balance – \$ 5971.70

Feb Income +\$10342.10

Feb Cleared Expenses -\$ 11565.76

Feb 28 Bank Statement Balance \$ 4748.04

Mailed Tax payments uncleared \$ 1278.82 Jan Tax

Tax Liabilities not paid \$ 7236.76

February Checkbook Balance **-\$ 3767.54**

CLC Monthly Report



**SB40/CCDDR Funding Request
for
MARCH 2021**

Utilizing FEB2021 Records

CHILDREN'S LEARNING CENTER
Statement of Activity
February 2021

	First Steps	Step Ahead	TOTAL
Revenue			
40000 INCOME		5.92	5.92
41000 Contributions & Grants			0.00
41100 CACFP		1,691.47	1,691.47
41200 Camden County SB40	454.80	15,327.99	15,782.79
Total 41000 Contributions & Grants	\$ 454.80	\$ 17,019.46	\$ 17,474.26
42000 Program Services			0.00
42100 First Steps			0.00
Total 42000 Program Services	\$ 136.00	\$ 0.00	\$ 136.00
43000 Tuition			0.00
43100 Dining			0.00
43120 Lunch		105.00	105.00
43130 Snack		15.00	15.00
Total 43100 Dining	\$ 0.00	\$ 120.00	\$ 120.00
43500 Tuition		1,270.23	1,270.23
43505 Subsidy Tuition		1,060.01	1,060.01
Total 43500 Tuition	\$ 0.00	\$ 2,330.24	\$ 2,330.24
Total 43000 Tuition	\$ 0.00	\$ 2,450.24	\$ 2,450.24
45000 Other Revenue			0.00
45200 Fundraising Income			0.00
45280 Pizza For A Purpose		600.00	600.00
Total 45200 Fundraising Income	\$ 0.00	\$ 600.00	\$ 600.00
45300 Donation Income			0.00
45310 Donations			0.00
45312 Community Rewards		195.43	195.43
45315 Bear Market		150.00	150.00
Total 45310 Donations	\$ 0.00	\$ 345.43	\$ 345.43
Total 45300 Donation Income	\$ 0.00	\$ 345.43	\$ 345.43
Total 45000 Other Revenue	\$ 0.00	\$ 945.43	\$ 945.43
Total 40000 INCOME	\$ 590.80	\$ 20,421.05	\$ 21,011.85
Total Revenue	\$ 590.80	\$ 20,421.05	\$ 21,011.85
Gross Profit	\$ 590.80	\$ 20,421.05	\$ 21,011.85
Expenditures			
50000 EXPENDITURES			0.00
51000 Payroll Expenditures			0.00
51100 Employee Salaries			0.00
Total 51000 Payroll Expenditures	\$ 0.00	\$ 22,238.73	\$ 22,238.73
52000 Advertising/Promotional		16.95	16.95
54000 Fundraising/Grants			0.00
54960 Claus For A Cause		12.95	12.95
Total 54000 Fundraising/Grants	\$ 0.00	\$ 12.95	\$ 12.95

55000 Insurance				0.00
55200 Commercial General Liability		2,999.00		2,999.00
55500 Hired & Non-Owned Auto		52.00		52.00
Total 55000 Insurance	\$	0.00	\$	3,051.00
56000 Office Expenditures				0.00
56300 Office Supplies		1,712.05		1,712.05
Total 56000 Office Expenditures	\$	0.00	\$	1,712.05
57000 Office/General Administrative Expenditures				0.00
57160 QuickBooks Payments Fees		157.50		157.50
57400 Child Management Software		35.00		35.00
57600 License/Accreditation/Permit Fees		1,500.00		1,500.00
Total 57000 Office/General Administrative Expenditures	\$	0.00	\$	1,692.50
58000 Operating Supplies				0.00
58100 Classroom Consumables		18.96		18.96
58200 Dining		743.36		743.36
58400 Sanitizing		68.91		68.91
Total 58000 Operating Supplies	\$	0.00	\$	831.23
59000 Program Service Fees				0.00
59100 First Steps				0.00
Total 59100 First Steps	\$	963.45	\$	0.00
Total 59000 Program Service Fees	\$	963.45	\$	0.00
61000 Repair & Maintenance		408.15		408.15
62000 Safety & Security		430.00		430.00
63000 Utilities				0.00
63200 Internet		18.00	71.99	89.99
63300 Telephone		19.99	79.97	99.96
Total 63000 Utilities	\$	37.99	\$	151.96
Total 50000 EXPENDITURES	\$	1,001.44	\$	30,545.52
EEXPENDITURES				0.00
Payroll Expenditures				0.00
Employee Salaries				0.00
Care & Education Aide		1,934.49		1,934.49
Total Employee Salaries	\$	0.00	\$	1,934.49
Total Payroll Expenditures	\$	0.00	\$	1,934.49
Total EEXPENDITURES	\$	0.00	\$	1,934.49
Payroll Expenses				0.00
Company Contributions				0.00
Retirement		150.00		150.00
Total Company Contributions	\$	0.00	\$	150.00
Total Payroll Expenses	\$	0.00	\$	150.00
Total Expenditures	\$	1,001.44	\$	32,630.01
Net Operating Revenue	-\$	410.64	-\$	12,208.96
Net Revenue	-\$	410.64	-\$	12,619.60

CHILDREN'S LEARNING CENTER
Statement of Activity
January - February, 2021

	First Steps	Step Ahead	TOTAL
Revenue			
40000 INCOME		5.92	5.92
41000 Contributions & Grants			0.00
41100 CACFP		1,691.47	1,691.47
41200 Camden County SB40	1,046.04	29,721.55	30,767.59
41500 Misc. Grant Revenue			0.00
41501 Paycheck Protection Plan		50,200.00	50,200.00
Total 41500 Misc. Grant Revenue	\$ 0.00	\$ 50,200.00	\$ 50,200.00
Total 41000 Contributions & Grants	\$ 1,046.04	\$ 81,613.02	\$ 82,659.06
42000 Program Services			0.00
42100 First Steps			0.00
Total 42100 First Steps	\$ 1,304.29	\$ 0.00	\$ 1,304.29
Total 42000 Program Services	\$ 1,304.29	\$ 0.00	\$ 1,304.29
43000 Tuition			0.00
43100 Dining			0.00
43120 Lunch		230.00	230.00
43130 Snack		40.00	40.00
Total 43100 Dining	\$ 0.00	\$ 270.00	\$ 270.00
43200 Enrollment Fees		50.00	50.00
43500 Tuition		4,221.73	4,221.73
43505 Subsidy Tuition		1,700.81	1,700.81
Total 43500 Tuition	\$ 0.00	\$ 5,922.54	\$ 5,922.54
Total 43000 Tuition	\$ 0.00	\$ 6,242.54	\$ 6,242.54
45000 Other Revenue			0.00
45200 Fundraising Income			0.00
45280 Pizza For A Purpose		750.00	750.00
45281 Pizza For A Purpose - Gun Raffle		120.00	120.00
Total 45280 Pizza For A Purpose	\$ 0.00	\$ 870.00	\$ 870.00
Total 45200 Fundraising Income	\$ 0.00	\$ 870.00	\$ 870.00
45300 Donation Income		175.00	175.00
45310 Donations		1.00	1.00
45312 Community Rewards		195.43	195.43
45315 Bear Market		150.00	150.00
Total 45310 Donations	\$ 0.00	\$ 346.43	\$ 346.43
Total 45300 Donation Income	\$ 0.00	\$ 521.43	\$ 521.43
Total 45000 Other Revenue	\$ 0.00	\$ 1,391.43	\$ 1,391.43
Total 40000 INCOME	\$ 2,350.33	\$ 89,252.91	\$ 91,603.24
Total Revenue	\$ 2,350.33	\$ 89,252.91	\$ 91,603.24
Gross Profit	\$ 2,350.33	\$ 89,252.91	\$ 91,603.24
Expenditures			
50000 EXPENDITURES			0.00
51000 Payroll Expenditures			0.00
Total 51100 Employee Salaries	\$ 0.00	\$ 40,126.87	\$ 40,126.87
51400 Employee Retirement			0.00
51440 Executive Director		300.00	300.00
Total 51400 Employee Retirement	\$ 0.00	\$ 300.00	\$ 300.00
51500 Employee Taxes			0.00
Total 51500 Employee Taxes	\$ 0.00	\$ 3,408.40	\$ 3,408.40
51900 Workermans Comp Insurance		2,339.00	2,339.00

Total 51000 Payroll Expenditures	\$	0.00	\$	46,174.27	\$	46,174.27
52000 Advertising/Promotional				16.95		16.95
53000 Equipment				72.96		72.96
54000 Fundraising/Grants						0.00
54960 Claus For A Cause				12.95		12.95
Total 54000 Fundraising/Grants	\$	0.00	\$	12.95	\$	12.95
55000 Insurance						0.00
55200 Commercial General Liability				2,999.00		2,999.00
55500 Hired & Non-Owned Auto				52.00		52.00
55600 Professional Liability				533.00		533.00
Total 55000 Insurance	\$	0.00	\$	3,584.00	\$	3,584.00
56000 Office Expenditures				63.39		63.39
56100 Copy Machine		124.72		498.88		623.60
56300 Office Supplies				1,712.05		1,712.05
Total 56000 Office Expenditures	\$	124.72	\$	2,274.32	\$	2,399.04
57000 Office/General Administrative Expenditures				13.50		13.50
57160 QuickBooks Payments Fees				317.50		317.50
57400 Child Management Software				70.00		70.00
57600 License/Accreditation/Permit Fees				1,500.00		1,500.00
57960 Janitorial/Custodial				350.00		350.00
Total 57000 Office/General Administrative Expenditures	\$	0.00	\$	2,251.00	\$	2,251.00
58000 Operating Supplies						0.00
58100 Classroom Consumables				86.63		86.63
58200 Dining				2,141.06		2,141.06
58400 Sanitizing				258.29		258.29
Total 58000 Operating Supplies	\$	0.00	\$	2,485.98	\$	2,485.98
59000 Program Service Fees						0.00
59100 First Steps						0.00
Total 59100 First Steps	\$	2,092.87	\$	0.00	\$	2,092.87
Total 59000 Program Service Fees	\$	2,092.87	\$	0.00	\$	2,092.87
61000 Repair & Maintenance				433.15		433.15
62000 Safety & Security				693.50		693.50
63000 Utilities						0.00
63100 Electric		235.60		942.41		1,178.01
63200 Internet		29.40		117.58		146.98
63300 Telephone		46.58		197.54		244.12
63400 Trash Service				71.66		71.66
63500 Water Softener				48.00		48.00
Total 63000 Utilities	\$	311.58	\$	1,377.19	\$	1,688.77
65000 Other Expenditures						0.00
65200 Credit Card Misc. Charges				5.95		5.95
Total 65000 Other Expenditures	\$	0.00	\$	5.95	\$	5.95
Total 50000 EXPENDITURES	\$	2,529.17	\$	59,382.22	\$	61,911.39
Payroll Expenses						0.00
Company Contributions						0.00
Retirement				250.00		250.00
Total Company Contributions	\$	0.00	\$	250.00	\$	250.00
Total Payroll Expenses	\$	0.00	\$	250.00	\$	250.00
Total Expenditures	\$	2,529.17	\$	59,632.22	\$	62,161.39
Net Operating Revenue	-\$	178.84	\$	29,620.69	\$	29,441.85
Net Revenue	-\$	178.84	\$	29,620.69	\$	29,441.85

CHILDREN'S LEARNING CENTER
Statement of Cash Flows
February 2021

	First Steps	Step Ahead	Not Specified	TOTAL
OPERATING ACTIVITIES				
Net Revenue	-410.64	-12,211.46		-12,622.10
Adjustments to reconcile Net Revenue to Net Cash provided by operations:				0.00
Accounts Receivable (A/R)			-340.23	-340.23
Accounts Payable (A/P)			-1,854.64	-1,854.64
21000 CBOLO MasterCard -8027			403.13	403.13
21200 Kroger-DS1634 CLC		-1,310.66	816.24	-494.42
22300 Payroll Liabilities:Federal Taxes (941/944)			222.95	222.95
22400 Payroll Liabilities:MO Income Tax			80.00	80.00
22500 Payroll Liabilities:MO Unemployment Tax			-42.61	-42.61
Direct Deposit Payable			0.00	0.00
Payroll Liabilities:Ascensus			300.00	300.00
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	\$ 0.00	-\$ 1,310.66	-\$ 415.16	-\$ 1,725.82
Net cash provided by operating activities	-\$ 410.64	-\$ 13,522.12	-\$ 415.16	-\$ 14,347.92
Net cash increase for period	-\$ 410.64	-\$ 13,522.12	-\$ 415.16	-\$ 14,347.92
Cash at beginning of period			60,085.61	60,085.61
Cash at end of period	-\$ 410.64	-\$ 13,522.12	\$ 59,670.45	\$ 45,737.69

CHILDREN'S LEARNING CENTER
Statement of Cash Flows
January - February, 2021

	First Steps	Step Ahead	Not Specified	TOTAL
OPERATING ACTIVITIES				
Net Revenue	-85.92	29,912.35		29,826.43
Adjustments to reconcile Net Revenue to Net Cash provided by operations:				0.00
Accounts Receivable (A/R)			192.27	192.27
Accounts Payable (A/P)			408.15	408.15
21000 CBOLO MasterCard -8027		-1,351.02	848.87	-502.15
21200 Kroger-DS1634 CLC		-1,759.47	2,371.05	611.58
22300 Payroll Liabilities:Federal Taxes (941/944)			188.44	188.44
22400 Payroll Liabilities:MO Income Tax			79.00	79.00
22500 Payroll Liabilities:MO Unemployment Tax			83.71	83.71
Direct Deposit Payable			227.18	227.18
Payroll Liabilities:Ascensus			500.00	500.00
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	\$ 0.00	-\$ 3,110.49	\$ 4,898.67	\$ 1,788.18
Net cash provided by operating activities	-\$ 85.92	\$ 26,801.86	\$ 4,898.67	\$ 31,614.61
Net cash increase for period	-\$ 85.92	\$ 26,801.86	\$ 4,898.67	\$ 31,614.61
Cash at beginning of period			14,123.08	14,123.08
Cash at end of period	-\$ 85.92	\$ 26,801.86	\$ 19,021.75	\$ 45,737.69

CHILDREN'S LEARNING CENTER
Statement of Financial Position
As of February 28, 2021

		Feb 2021
ASSETS		
Current Assets		
Bank Accounts		
11000 CBOLO Checking	45,737.69	
Total Bank Accounts	\$ 45,737.69	
Accounts Receivable		
Accounts Receivable (A/R)	360.00	
Total Accounts Receivable	\$ 360.00	
Other Current Assets		
14000 Undeposited Funds	0.00	
Cash Advance	700.00	
Payroll Corrections	-464.47	
Prepaid Expenses	7,971.74	
Repayment		
Cash Advance Repayment	-1,000.00	
Total Repayment	-\$ 1,000.00	
Total Other Current Assets	\$ 7,207.27	
Total Current Assets	\$ 53,304.96	
TOTAL ASSETS	\$ 53,304.96	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable (A/P)	408.15	
Total Accounts Payable	\$ 408.15	
Credit Cards		
21000 CBOLO MasterCard -8027	448.90	
21200 Kroger-DS1634 CLC	1,060.39	
Total Credit Cards	\$ 1,509.29	
Other Current Liabilities		
22000 Payroll Liabilities		
22100 Anthem	2,191.63	
22200 Childcare Tuition	3,141.44	
22300 Federal Taxes (941/944)	-6,159.71	
22400 MO Income Tax	-2,681.48	
22500 MO Unemployment Tax	-743.37	
22600 Primevest Financial	448.19	
Aflac	8,859.15	
Allera	9,354.60	
Ascensus	7,725.00	
Health Care (United HealthCare)	776.25	
US Department of Education	1,115.65	
Total 22000 Payroll Liabilities	\$ 24,027.35	
Direct Deposit Payable	0.00	
Total Other Current Liabilities	\$ 24,027.35	
Total Current Liabilities	\$ 25,944.79	
Total Liabilities	\$ 25,944.79	
Equity		
30000 Opening Balance Equity	13,816.12	
Retained Earnings	-16,282.38	
Net Revenue	29,826.43	
Total Equity	\$ 27,360.17	
TOTAL LIABILITIES AND EQUITY	\$ 53,304.96	

CHILDREN'S LEARNING CENTER
Statement of Financial Position
As of February 28, 2021

		Jan - Feb, 2021
ASSETS		
Current Assets		
Bank Accounts		
11000 CBOLO Checking	45,737.69	
Total Bank Accounts	\$ 45,737.69	
Accounts Receivable		
Accounts Receivable (A/R)	360.00	
Total Accounts Receivable	\$ 360.00	
Other Current Assets		
14000 Undeposited Funds	0.00	
Cash Advance	700.00	
Payroll Corrections	-464.47	
Prepaid Expenses	7,971.74	
Repayment		
Cash Advance Repayment	-1,000.00	
Total Repayment	-\$ 1,000.00	
Total Other Current Assets	\$ 7,207.27	
Total Current Assets	\$ 53,304.96	
TOTAL ASSETS	\$ 53,304.96	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable (A/P)	408.15	
Total Accounts Payable	\$ 408.15	
Credit Cards		
21000 CBOLO MasterCard -8027	448.90	
21200 Kroger-DS1634 CLC	1,060.39	
Total Credit Cards	\$ 1,509.29	
Other Current Liabilities		
22000 Payroll Liabilities		
22100 Anthem	2,191.63	
22200 Childcare Tuition	3,141.44	
22300 Federal Taxes (941/944)	-6,159.71	
22400 MO Income Tax	-2,681.48	
22500 MO Unemployment Tax	-743.37	
22600 Primevest Financial	448.19	
Aflac	8,859.15	
Alicia	9,354.60	
Ascensus	7,725.00	
Health Care (United HealthCare)	776.25	
US Department of Education	1,115.65	
Total 22000 Payroll Liabilities	\$ 24,027.35	
Direct Deposit Payable	0.00	
Total Other Current Liabilities	\$ 24,027.35	
Total Current Liabilities	\$ 25,944.79	
Total Liabilities	\$ 25,944.79	
Equity		
30000 Opening Balance Equity	13,816.12	
Retained Earnings	-16,282.38	
Net Revenue	29,826.43	
Total Equity	\$ 27,360.17	
TOTAL LIABILITIES AND EQUITY	\$ 53,304.96	

CHILDREN'S LEARNING CENTER
Accounts Receivable YTD by Class
 January - February, 2021

	Date	Transaction Type	Num	Department	Class	Memo/Description	Split	Amount	Balance
Step Ahead									
	01/04/2021	Pledge	2176		Step Ahead	January	Accounts Receivable (A/R)	25.00	25.00
	01/04/2021	Pledge	2176		Step Ahead	January	Accounts Receivable (A/R)	5.00	30.00
	02/01/2021	Pledge	2182	Preschool	Step Ahead		Accounts Receivable (A/R)	5.00	35.00
	02/01/2021	Pledge	2186	Preschool	Step Ahead	Tuition	Accounts Receivable (A/R)	300.00	335.00
	02/01/2021	Pledge	2186	Preschool	Step Ahead	Breakfast and Lunch	Accounts Receivable (A/R)	25.00	360.00
	02/01/2021	Pledge	2186	Preschool	Step Ahead	Snack	Accounts Receivable (A/R)	5.00	365.00
	02/01/2021	Pledge	2182	Preschool	Step Ahead	Tuition	Accounts Receivable (A/R)	330.00	695.00
	02/01/2021	Pledge	2182	Preschool	Step Ahead	Dining	Accounts Receivable (A/R)	25.00	720.00
Total for Step Ahead								\$ 720.00	

CHILDREN'S LEARNING CENTER
AGENCY UPDATE/PROGRESS REPORT
February 2021

○ **CHILD COUNT/ATTENDANCE**

Step Ahead currently has 22 children enrolled
15 of the 22 with special needs/dd (10 one-on-ones-4 full time 6 part time)

○ **COMMUNITY EVENTS**

Attended:

Current / Upcoming:

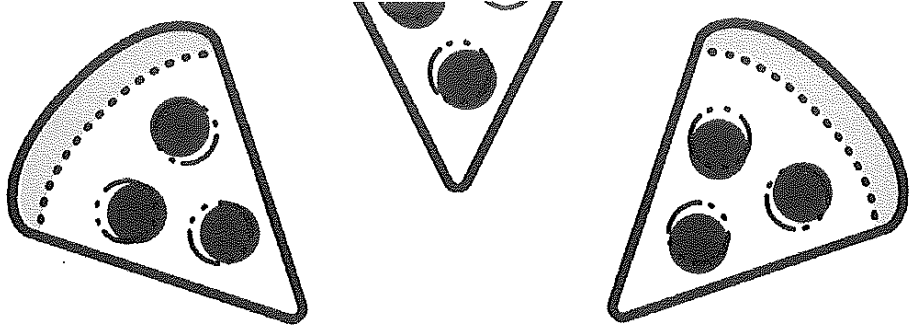
March 11th attending Lake of the Ozarks Convention & Visitor Bureau Annual Dinner
March 12 – 5th Annual Pizza for a Purpose Auction
March 24 – Give Ozarks (Rally for recovery)

○ **GENERAL PROGRAM NEWS**

- Still looking for new providers (SLP, OT, PT, SI) to join First Steps
- 3 students being seen at CLC from Camdenton Public School
- 2 students volunteering from Camdenton Public School through LCTC

○ **FUNDRAISING/GRANTS**

- Accepting Community Foundation of the Lake Grant \$2,000



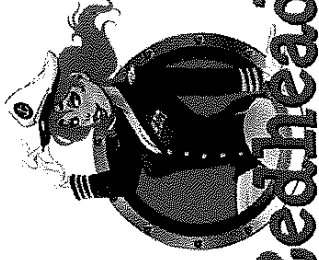
Tickets are \$10 in advance
or \$15 at the door.

**PIZZA
CASH BAR
HUGE SILENT AUCTION
PRIZES**

MARCH 12, 2021

Pizza — for a — Purpose

AT:



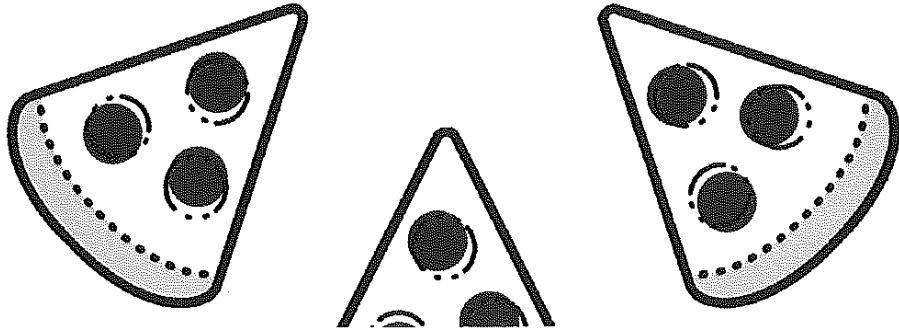
Redhead
Lakeside Grill

1700 Yacht Club Drive
Osage Beach, MO



Children's Learning Center
88 Third Street • Camdenton, MO
573-346-0660 • clcforkids.org

A FUNDRAISER FOR:



LAI Monthly Report



Monthly Financial Reports

Lake Area Industries, Inc.

FEBRUARY 28, 2021

**Lake Area Industries, Inc.
Balance Sheet Comparison**

	Feb 2021	PY
ASSETS		
Current Assets		
Total Bank Accounts	590,699	309,283
Total Accounts Receivable	66,148	66,728
Other Current Assets		
Certificate of Deposit 12 mo mat 1/7/21- 1.35%	25,475	25,134
Certificate of Deposit 12 mo mat 10/22/20- .65%	25,593	25,313
Certificate of Deposit 12 mo mat 3/27/21- .65%	25,758	25,474
Certificate of Deposit 12 mo mat 6/27/21- .65%	25,549	25,232
Community Foundation of the Ozarks Agency Partner Account	1,024	1,024
GIFTED GARDEN CASH	500	500
INVENTORY	9,290	8,623
PETTY CASH	150	145
Undeposited Funds	268	434
Total Other Current Assets	113,608	111,879
Total Current Assets	770,455	487,890
Fixed Assets		
ACCUMULATED DEPRECIATION	(760,895)	(760,895)
AUTO AND TRUCK	128,809	128,809
BUILDING	403,567	403,567
FURN & FIX ORIGINAL VALUE	19,284	19,284
GH RETAIL STORE	16,505	16,505
GREENHOUSE EQUIPMENT	2,870	2,870
LAND	33,324	33,324
LAND IMPROVEMENT	25,502	25,502
MACHINERY & EQUIPMENT	234,464	234,464
OFFICE EQUIPMENT	12,838	12,838
Sewer Equipment	19,354	19,354
SHREDDING EQUIPMENT	45,572	45,572
Total Fixed Assets	181,192	181,192
Other Assets		
CURRENT CAPITAL IMPROVEMENT	71,943	7,713
UTILITY DEPOSITS	554	554
Total Other Assets	72,497	8,267
TOTAL ASSETS	1,024,145	677,350
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Total Accounts Payable	6,099	4,249
Total Credit Cards	1,273	1,872
Other Current Liabilities		
AFLAC DEDUCTIONS PAYABLE	27	114
Gift Certificate Payable	145	250
Missouri Department of Revenue Payable	93	42
SALES TAX PAYABLE	1	1
Trellis sales	40	
United Way contributions payable	20	
Total Other Current Liabilities	326	407
Total Current Liabilities	7,698	6,528
Total Liabilities	7,698	6,528
Equity		
Unrestricted Net Assets	1,002,326	653,811
Net Income	14,121	17,011
Total Equity	1,016,447	670,822
TOTAL LIABILITIES AND EQUITY	1,024,145	677,350

Lake Area Industries, Inc. Profit and Loss

	Feb 2021	YTD
Income		
CONTRACT PACKAGING	34,427	57,933
FOAM RECYCLING		124
GREENHOUSE SALES	0	0
SECURE DOCUMENT SHREDDING	2,010	5,946
Total Income	36,437	64,004
Cost of Goods Sold		
Cost of Goods Sold	3,007	3,820
GG PLANTS & SUPPLIES	(150)	(150)
SHIPPING AND DELIVERY	685	685
WAGES - TEMPORARY WORKERS	4,586	9,313
WAGES-EMPLOYEES	18,930	39,558
Total Cost of Goods Sold	27,059	53,226
Gross Profit	9,378	10,778
Expenses		
ALL OTHER EXPENSES	441	1,056
Bus Fare	312	603
EQUIP. PURCHASES & MAINTENANCE	4,500	8,901
INSURANCE	1,627	3,254
NON MANUFACTURING SUPPLIES	101	232
PAYROLL	16,688	32,850
PAYROLL EXP & BENEFITS	8,025	15,885
PROFESSIONAL SERVICES	1,398	2,814
SALES TAX	11	11
UTILITIES	2,576	4,639
Total Expenses	35,679	70,247
Net Operating Income	(26,301)	(59,469)
Other Income		
INTEREST INCOME	197	327
OTHER CONTRIBUTIONS	150	5,150
SB-40 REVENUE	12,221	27,274
STATE AID	18,686	40,840
Total Other Income	31,253	73,590
Other Expenses		
ALLOCATION NON OPERATING EXPENSES	0	0
Total Other Expenses	0	0
Net Other Income	31,253	73,590
Net Income	4,953	14,121

Lake Area Industries, Inc. Budget vs. Actuals

	Feb 2021			YTD		
	Actual	Budget	over Budget	Actual	Budget	over Budget
Income						
CONTRACT PACKAGING	34,427	27,740	6,687	57,933	55,480	2,453
FOAM RECYCLING		500	(500)	124	1,000	(876)
GREENHOUSE SALES	0	0	0	0	0	0
SECURE DOCUMENT SHREDDING	2,010	3,333	(1,323)	5,946	6,667	(720)
Total Income	36,437	31,573	4,864	64,004	63,147	857
Cost of Goods Sold						
Cost of Goods Sold	3,007	3,250	(243)	3,820	6,500	(2,680)
GG PLANTS & SUPPLIES	(150)	0	(150)	(150)	0	(150)
SHIPPING AND DELIVERY	685	0	685	685	0	685
WAGES - TEMPORARY WORKERS	4,586	2,250	2,336	9,313	4,500	4,813
WAGES-EMPLOYEES	18,930	24,037	(5,106)	39,558	48,073	(8,516)
Total Cost of Goods Sold	27,059	29,537	(2,478)	53,226	59,073	(5,847)
Gross Profit	9,378	2,037	7,342	10,778	4,073	6,704
Expenses						
ACCTG. & AUDIT FEES		0	0	0	0	0
ALL OTHER EXPENSES	441	1,069	(628)	1,056	2,514	(1,458)
Bus Fare	312	196	116	603	392	211
EQUIP. PURCHASES & MAINTENANCE	4,500	4,156	344	8,901	8,312	589
INSURANCE	1,627	1,945	(318)	3,254	3,890	(636)
NON MANUFACTURING SUPPLIES	101	83	18	232	167	65
PAYROLL	16,688	17,829	(1,141)	32,850	35,658	(2,808)
PAYROLL EXP & BENEFITS	8,025	7,834	190	15,885	15,669	217
PROFESSIONAL SERVICES	1,398	1,474	(76)	2,814	2,948	(133)
SALES TAX	11		11	11	0	11
UTILITIES	2,576	2,212	364	4,639	4,130	509
Total Expenses	35,679	36,799	(1,119)	70,247	73,678	(3,431)
Net Operating Income	(26,301)	(34,762)	8,461	(59,469)	(69,605)	10,136
Other Income						
INTEREST INCOME	197	267	(70)	327	533	(207)
OTHER CONTRIBUTIONS	150		150	5,150	0	5,150
SB-40 REVENUE	12,221	16,038	(3,818)	27,274	32,077	(4,803)
STATE AID	18,686	16,992	1,694	40,840	33,985	6,855
Total Other Income	31,253	33,297	(2,044)	73,590	66,595	6,995
Other Expenses						
ALLOCATION NON OPERATING EXPENSES	0		0	0	0	0
Total Other Expenses	0	0	0	0	0	0
Net Other Income	31,253	33,297	(2,044)	73,590	66,595	6,995
Net Income	4,953	(1,465)	6,417	14,121	(3,010)	17,131

Lake Area Industries, Inc.
Statement of Cash Flows
YTD

	Total
OPERATING ACTIVITIES	
Net Income	14,121
Adjustments to reconcile Net Income to Net Cash provided by operations:	
ACCOUNTS RECEIVABLE	13,696
Certificate of Deposit 12 mo mat 1/7/21- 1.35%	(86)
Certificate of Deposit 12 mo mat 10/22/20- .65%	(42)
INVENTORY:RAW MATERIAL INVENTORY	(3,138)
Accounts Payable	437
CBOLO CC - 1565 Natalie	(5,390)
CBOLO CC - 5203 Lillie	(208)
Sam's Club Mastercard- 2148	(69)
AFLAC DEDUCTIONS PAYABLE	(0)
Gift Certificate Payable	120
SALES TAX PAYABLE	(110)
United Way contributions payable	(160)
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	5,050
Net cash provided by operating activities	19,171
INVESTING ACTIVITIES	
CURRENT CAPITAL IMPROVEMENT	(12,855)
Net cash provided by investing activities	(12,855)
Net cash increase for period	6,316
Cash at beginning of period	584,652
Cash at end of period	590,968

Lake Area Industries, Inc.
Statement of Cash Flows
February 2021

	Total
OPERATING ACTIVITIES	
Net Income	4,953
Adjustments to reconcile Net Income to Net Cash provided by operations:	
ACCOUNTS RECEIVABLE	23,462
INVENTORY:RAW MATERIAL INVENTORY	297
Accounts Payable	4,367
CBOLO CC - 1565 Natalie	(109)
CBOLO CC - 5203 Lillie	(214)
Sam's Club Mastercard- 2148	27
AFLAC DEDUCTIONS PAYABLE	(136)
Gift Certificate Payable	120
SALES TAX PAYABLE	(110)
United Way contributions payable	20
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	27,722
Net cash provided by operating activities	32,674
INVESTING ACTIVITIES	
CURRENT CAPITAL IMPROVEMENT	(4,950)
Net cash provided by investing activities	(4,950)
Net cash increase for period	27,724
Cash at beginning of period	563,243
Cash at end of period	590,968

Lake Area Industries, Inc.						
A/P Aging Summary						
As of February 28, 2021						
	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
TOTAL	\$ 4,182	\$ 1,827	\$ 0	\$ 90	\$ 0	\$ 6,099

Lake Area Industries, Inc.						
A/R Aging Summary						
As of February 28, 2021						
	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
TOTAL	\$ 51,731	\$ 7,382	\$ 510	\$ 5,132	\$ 1,394	\$ 66,148

2020 CCDDR Performance Improvement Report



Performance Improvement

FY 2020

Assessments, Analysis, Outcomes, and Action Steps

In 2015, CCDDR conducted agency-wide assessments through two surveys, which were published in 2016, and the goal was to determine CCDDR clients' interest in, determine barriers to, and establish support services for obtaining competitive integrated employment. The first survey conducted was based on clients' desires to seek competitive integrated employment (see Appendix A). The results of this survey revealed there were significant transportation barriers, which prohibited many CCDDR clients from obtaining jobs in the community and simultaneously limited overall community inclusion activities. The first survey prompted the second survey (see Appendix B), which relied on support coordinator knowledge of each client's ability to access transportation. As a result of both agency-wide assessments, CCDDR initiated a community task force coalition to examine the impact on multiple demographic groups. By researching the impact transportation has on all Camden County residents' abilities to seek, obtain, and secure jobs in the community and comparing the similarities to external factors prohibiting many CCDDR clients from obtaining competitive integrated employment, CCDDR and its coalition partners exposed the community need and desire to expand public transit services in Camden County (See Appendices C and D). In September 2017, the coalition's efforts were memorialized through the creation of the Lake of the Ozarks Transportation Council (LOTC), a not-for-profit agency whose mission "is to promote, develop, operate, and/or fund mass transportation related facilities and/or programs in and around the Lake of the Ozarks region". A CCDDR client served on the LOTC Board of Directors until 2020; however, the vacant position left by the CCDDR client has not yet been filled. Representatives from key task force coalition members are also on the Board of Directors.

Subsequently, the LOTC developed the infrastructure for Tri-County Transit, which is a public transit deviated route service operating Monday through Friday in conjunction with the Extended Weekday and Weekends service (developed by CCDDR and OATS, Inc.) between Camdenton and Osage Beach, and the Bagnell Dam Strip Express. CCDDR provides local match funding for Tri-County Transit, which is available to the general public and promotes a truly community inclusive environment, while the local match for the Bagnell Dam Strip Express is funded by local businesses and is also available to the general public. Many CCDDR clients utilize Tri-County Transit for rides to work, shopping, medical appointments, and other community inclusion activities. Since the creation of the Extended Weekday and Weekend Service in 2017 and Tri-County Transit in 2019, the percentage of CCDDR adult clients employed in the community has remained steadily between 15% and 20%, depending on the time of the year (seasonal tourism). Since the task force coalition efforts began in April 2016, OATS, Inc. Fiscal Year 2016 (July 1, 2015, to June 30, 2016) service trips in Camden County increased from 12,679 (5,983 for employment purposes – 47%) to 33,635 (22,548 for employment purposes – 67%) service trips for Fiscal Year 2019 (July 1, 2018, to June 30, 2019). Efforts to expand available public transit services are ongoing; however, the COVID-19 pandemic has stymied efforts to expand services. Between March 2020 and May 2020, public transit service availability was severely reduced and limited in its scope; thereby, reducing the number of service trips. Plans are currently underway to expand Tri-County Transit services after the current COVID-19 crisis ends.

Many CCDDR clients and their families have historically been unable to secure permanent, safe, sanitary, decent, and affordable housing, and many CCDDR clients and their families are often forced to change residences frequently. Through its research and analysis, CCDDR quickly recognized there was an affordable housing deficiency and overwhelming need for affordable housing in Camden County. To

combat the housing issue, CCDDR implemented the Housing Voucher Program (HVP) in 2014. Realizing funding for HVP would be limited annually, CCDDR began conversations in the community, including with other human services agencies, local not-for-profit agencies, and other key stakeholders, about the need for developing new affordable housing units.

In 2016, the Lake of the Ozarks Economic Development Council (LOREDC) published a housing study of the Lake Area, which confirmed what CCDDR had determined through its research and analysis (see Appendices E and F). Subsequently, LOREDC created its Housing Task Force Committee. In January 2018, CCDDR created a coalition called the Lake Area Housing Initiative (LAHI), which included the LOREDC Housing Task Force Committee members, Missouri Inclusive Housing Development Corporation, University of Missouri Extension, and other key community stakeholders. Though not a formal organization, LAHI was able to promote public awareness of the need for affordable housing and also began educating the local coalition members and general public about Universal Housing Design concepts (see Appendix G). Accessible housing has long been an identified need in the Lake Area, and LAHI began promoting Universal Housing Design concepts in concert with the growing interest to develop new affordable housing units in the Lake Area. Once again, the concentration of efforts was centered on employment, citing concerns in the community on the dwindling low to moderate income workforce that is a staple for the tourism-based local economy. CCDDR was able to secure a grant from Missouri REALTORS® and sponsored the Developing Inclusive Workforce Housing Conference on behalf of the LAHI in September 2018, which was very well attended by various state and local real estate professionals, developers, builders, municipal leaders, County Commissioners, and other key stakeholders. In October 2018, the efforts of the LAHI led to the creation of the Lake Area Community Development Corporation (LACDC), a not-for-profit agency whose purpose “is to assist low to moderate income individuals and/or families in gaining access to affordable housing opportunities in Camden, Miller, Morgan, and Laclede Counties in Missouri”. Three CCDDR clients and one family member of a CCDDR client currently serves on the Board of Directors. Efforts to increase the number of affordable, accessible housing units is ongoing.

New assessments were being planned for 2020; however, the COVID-19 pandemic delayed the development process. As attention was redirected to the COVID-19 crisis and ensuring the health and safety of CCDDR clients became the priority, CCDDR postponed its assessment strategies development. The focus at the end of 2020 was to assess the COVID-19 crisis impact on CCDDR’s clients and families as well as develop assessments related to the gradual reintroduction of community inclusion activities and access to community resources. Assessment strategies will continue in 2021 based on the ongoing developments related to the COVID-19 crisis; however, an assessment on the COVID-19 impacts on and vaccine access for CCDDR’s clients will be introduced and periodically updated in the first half of 2021.

Agency Outcome Measurements, Performance Indicators, and Performance Improvement Plans

2020 Summary

Measure	Description	Revised 1 st Qtr	Revised 2 nd Qtr	Revised 3 rd Qtr	4 th Qtr	YTD	Agency Goal by Year End
Response	Response Rates for Client/Guardian Satisfaction Surveys	39%	45%	31%	20%	34%	30%
1	My SC Made a Difference in My Life	91%	83%	77%	65%	81%	80%
2	I Received Information About Exploitation, Personal Protection, and Risk Reduction	88%	93%	91%	88%	90%	100%
3	New Clients Contacted by Their SC within 5 Business Days of Eligibility Determination	83%	N/A	100%	100%	94%	100%
4	New Clients' ISP Meeting is Held within 30 Days of Eligibility Determination	100%	N/A	100%	100%	100%	100%
5	ISPs Sent to RSRO 21 Days Prior to Implementation	52%	63%	68%	59%	60%	95%
6	Quarterly Reports Completed on Time	89%	94%	97%	92%	93%	95%
7	My SC was Available When Needed	94%	95%	91%	94%	94%	90%
8	My SC Saw Me Frequently Enough	91%	88%	95%	88%	90%	90%
9	I am Satisfied with Services Provided by My SC & CCDDR Staff	94%	95%	91%	94%	94%	90%
10	I Contributed to the Development of My ISP	94%	90%	95%	88%	92%	100%
11	CCDDR will Review Policies, Plans, Manuals, etc. Annually	64%	67%	80%	100%	100%	100%
12	Monthly Reports Completed on Time	94%	97%	100%	97%	97%	95%
13	ISPs Submitted Through QA Process Passed	70%	65%	65%	62%	62%	90%
14	Agency Average SC Billable Time vs. Time Worked	73%	73%	78%	81%	76%	70%
15	Annual ISP Completed by Effective Date	83%	90%	91%	88%	88%	95%

The 2020 Response rate for 2020 was 34%, which is a 14% increase since 2018 and 9% increase since 2019. CCDDR has taken measures to increase the response rates by reaching out to clients/guardians to ensure they realize how important the surveys are for CCDDR service expectations and management. To date, those efforts have reflected the desired expectations and will continue.

Measurement numbers 1, 2, 7, 8, 9, and 10 are based on responses from client/guardian surveys. Extra attention has been paid to ensure these outcomes improve and/or remain steady, and there are no immediate concerns needing to be addressed. Although the agency aspires to achieve 100% for client satisfaction and input, only goals 2 and 10 represent that agency expectation because CCDDR believes these two measures are extremely important. Because the surveys can be influenced by client/guardian responses, there are many factors contributing to the responses which would be outside of CCDDR's control. Opinions, attitudes, emotions, recollections, and environmental influences are good examples of potential factors that would influence people's responses. CCDDR does ensure signatures are obtained at initial (new client) Individual Support Plan meetings reflecting information on abuse, neglect, and exploitation are provided to clients/guardians in the Client-Family Handbook. Effective July 2020, acknowledgment receipts for information provided through abuse, neglect, and exploitation brochures and/or informational sheets are being obtained to ensure information is disseminated and acknowledged on an annual basis.

Measurement numbers 3, 4, 5, 6, 12, 13, 14, and 15 are based upon agency efficiency, productivity, and operational effectiveness. Currently, there are concerns with measurements 5, 13, and 15. A performance improvement plan is in place to improve the quality and timely submission of Individual Support Plans (“ISP”). This performance improvement plan affects multiple areas of operations and is not wholly identified in any singular document; however, it is memorialized in adopted procedures, policies, management plans, and internal memorandums. Specific components of the performance improvement plan were implemented to ensure CCDDR TCM services adhere to required report completion timelines as well as acknowledge Individual Support Plan content and quality requirements, including periodic modifications to the Individual Support Plan template and quality assurance process. These modifications included organizational structure and personnel changes to ensure CCDDR’s obligations and DMH regulatory compliance are achieved. The performance improvement plan includes the following:

- Realignment of leadership and subordinate structure
- TCM quality assurance process protocol, timelines, and schedules were enhanced to ensure timely and accurate completion
- Quality assurance “checks and balances” were improved to ensure optimal quality and efficiency as well as accountability
- Where needed, individual staff performance improvement plans were implemented and documented with timelines, expectations, and remedies clearly identified
- Improved management auditing protocol was implemented, including more frequent log note, quality process, and data/database integrity reviews

The performance improvement plan progress is reviewed by the Executive Director no less than monthly and additional standards to improve overall agency performance are reviewed and adopted as needed. CCDDR’s management team meets no less than monthly to discuss and ensure remedies are followed through and objectives are being met accordingly. Staff support, staff training, and additional resources are being provided on a continual basis to ensure performance improvement plans are successful.

While many factors affecting overall TCM service performance measures are within CCDDR’s control, there are also many factors which are outside CCDDR’s ability to control. CCDDR relies heavily on communications with and the cooperation of clients/guardians and providers to meet its TCM service reporting deadlines and obligations. It is often difficult to complete necessary tasks if clients/guardians and/or providers are not responsive.

Measurement number 11 did not reflect a 100% completion by year-end 2019; however, this was partly due to in-process modifications and changes to DMH regulatory guidance documents and manuals, such as the TCM Manual (4/9/19), Waiver Manual (11/13/19), and Community Transitions Manual (10/30/2019). Many CCDDR operations and regulatory documents directly reference or are tied directly to DMH regulatory documents. In 2020, CCDDR completed a 100% review of all regulatory documents.

CCDDR continues to remain financially stable. The agency has been able to consistently accommodate annual wage increases for all staff and has been able to maintain a competitive compensation and benefits packages. Salary studies are completed every three years. The most recent salary study and analysis were completed in 2019, and the analysis revealed CCDDR employees’ salaries were comparable

to agencies similar in size and economic scale. Likewise, operational support funding, service provider contracts, and CCDDR-sponsored program funding have also remained stable.

Management Plans

Accessibility Plan Progress Period: FY 2020

Facility Needs:

CCDDR's Camdenton office has an accessible entrance through the main lobby; however, the "employee only" entrance on the side of the building does not have an accessible sidewalk leading to the door. Plans are currently in process to issue a Request for Proposals (RFP) to procure a contractor to construct an accessible sidewalk to the entry. This project is anticipated to be complete by December of 2021. There are also plans in process to expand the current parking lot. The current plans are to develop an additional parking lot directly in front of the building between the sidewalk adjacent to the public street and the sidewalk leading into the main lobby, add an additional entry from the public street into the new parking lot (over an existing culvert, which appears to be an old entry from the public street to the property), and improve the existing parking lot entries from the public street. This area is currently part of the facility's lawn area and will need substantially more planning.

CCDDR's Keystone Industrial Park facility has been partially remodeled; however, some portions of the building are still not being utilized and are closed to the public. Plans are currently in process to replace the current wooden accessibility ramp in front of the doorway to the larger conference room with a concrete accessibility ramp. While many parking lot improvements are needed and desired, it is unlikely all projects will be completed within the next two years; however, plans are in process to create at least two accessible concrete parking pads in front of the doorway to the conference area and at least one accessible concrete parking pad in front of the office area. The conference room can currently be accessed from the front office area doorways as well as the doorway to the conference room. The intent is to complete the concrete accessibility ramp and accessible concrete parking pads by December 2021.

Community Needs:

In 2016, CCDDR initiated a local collaboration of stakeholders and created the Transportation Task Force. The collaboration focused on transportation needs and barriers in the Lake Area (Miller, Morgan, and Camden Counties) and included members from the general public, including disability self-advocates; municipal leaders; business owners; local health care providers; transportation providers; state agency leaders; and disability support providers. The Transportation Task Force led to the creation of the Lake of the Ozarks Transportation Council (LOTTC) in September 2017. A CCDDR client served on the LOTTC Board of Directors until 2020; however, the vacant position left by the CCDDR client has not yet been filled. Representatives from key task force coalition members are also on the Board of Directors.

In collaboration with OATS, Inc, CCDDR is currently working to develop and expand Camden County's current public transit system; however, the COVID-19 pandemic has stymied efforts to expand services.

Between March 2020 and May 2020, public transit service availability was severely reduced and limited in its scope. By year-end 2020, plans were underway to expand public transit services after the current COVID-19 crisis ends. CCDDR began funding the required local match for the extended weekday (evening) and weekend (Saturday and Sunday) public transit system in 2017 and also began funding the local match for the new public transit deviated route between Camdenton and Osage Beach in 2019. The extended evening/weekend and deviated route services are available to anyone in the general public, which will ensure community accessibility, integration, and inclusion for CCDDR clients. Employment transportation was the central focus for developing the extended services; however, transportation for any reason will be provided. All OATS, Inc. vehicles have accessible accommodations.

In 2018, CCDDR began collaborating with the Lake of the Ozarks Regional Economic Developmental Council and created the Lake Area Housing Initiative. The Lake Area Housing Initiative began promoting the development of Universal Design Concept Housing and addressing the need for developing affordable, accessible housing in the Lake Area (Morgan, Miller, and Camden Counties). This Initiative led to the creation of the Lake Area Community Development Corporation (LACDC) in October 2019. There are two CCDDR clients and one immediate family member of a CCDDR client currently serving on LACDC's Board of Directors.

CCDDR continues to work diligently with community stakeholders to communicate the concerns of accessibility to local businesses, local parks, and other local facilities. While there is no definite resolution date projected, CCDDR will advocate strongly with local business leaders/owners, elected officials, and the general public to encourage acceptable modifications to existing buildings or the development of new buildings.

Risk Plan Progress Report Period: FY 2020

Overview

Below is a general overview of the reporting period:

- Monetary damages/losses: None
- Employee "At-Fault" Vehicle Accidents: None
- Potential damages/"near-misses": None
- Workers Comp Claims: None
- Infractions Resulting in Involuntary Termination: None
- Governmental investigations: None
- Legal action taken against board: None

The Camdenton and Osage Beach office lobby areas underwent significant changes due to needed security measures. Additional security measures were implemented to limit access to employee workstations and protect the integrity of confidentiality, CCDDR records, equipment, and assets. Security glass between the reception and lobby area and controlled access to workstations were also installed at the Camdenton and Osage Beach offices because a CCDDR client with behavioral health

concerns breached the Camdenon office barrier between the reception and lobby areas when the client became disgruntled. The client was subsequently charged and arrested by authorities.

New electrical systems were installed at the Camdenon office due to agency growth and the purchase of new printers and other hardware. New lines were installed to accommodate the added equipment, safely supply the power needed to operate the equipment, and accommodate the current and future need for additional workstations.

No CCDDR employees have been terminated involuntarily. All terminations were employee-initiated and voluntary. No wrongful action or other lawsuits were filed against the agency.

There was one I.T. security incident, which is identified and addressed in the "Technology Plan Progress Report".

Proactive Measures Taken

CCDDR implemented a COVID-19 Plan to mitigate the spread of COVID-19. This plan is based on Centers for Disease Control (CDC) published guidelines to prevent the spread of COVID-19 and to ensure the health and safety of CCDDR's clients, CCDDR clients' families, CCDDR's staff, CCDDR's Board of Directors, CCDDR's partners/stakeholders, and the general public.

CCDDR maintains its fidelity coverage to ensure complete coverage of annual revenues received and controlled by the Board of Directors. This coverage also includes administrative employees and other Board members.

CCDDR maintains its motor vehicle coverage to include the employees' use of their private vehicles while in use for occupational purposes (non-owned vehicle coverage – CCDDR does not have a vehicle "fleet"). This provides additional protection in the event an employee has an "at-fault" accident while driving "on the job".

CCDDR's legal counsel is an attorney firm, Bryan Cave Leighton Paisner LLP (BCLP). The Executive Director maintains continuous communications with BCLP, and continually seeks counsel regarding potential risk mitigation. This includes, but is not limited to, reviews of policies, contracts, manuals, and plans.

CCDDR utilizes the services of an insurance broker group, Naught & Naught Agency, to continually review changes in the laws and insurance guidelines so CCDDR maintains appropriate coverages and risk mitigation. Naught & Naught reviews CCDDR insurance-related matters and its operational activities on a continuous basis to ensure appropriate coverages are in place.

CCDDR has also recently implemented additional Quality Assurance protocols, reviews, and strategies to ensure operational activities are maximized with the greatest quality, accuracy, efficiency, productivity, and any risk prevention/mitigation as possible.

Technology Plan Progress Report – FY 2020

CCDDR has purchased additional laptop computers in the event an employee-assigned laptop becomes inoperable. There are no stationary computers currently utilized. All laptops connect to a docking station in the offices and are easily disconnected so they can be used remotely. Multifunction devices (printer/scanner/fax) are now available at each employee workstation, which can also be relocated and used remotely if necessary, and mobile Internet “hot spots” were purchased so employees can use remotely in locations where Internet connectivity is unavailable or challenging. Employees “check-out” these hot spots and return them to the office when no longer needed. Currently, CCDDR has six “hot spots”.

CCDDR no longer utilizes an on-site server. CCDDR’s data is now stored on web-based data storage systems (aka “cloud”). CCDDR currently utilizes Office 365, which accommodates CCDDR’s email and internal data storage. Office 365 has separate storage options, capacities, and sections, depending on the information being stored. Access to data is based on designated levels of employee security and access. Permanent client files are stored in SharePoint with restricted access, while other sections of SharePoint contain working folders and files for employee use. Quickbooks is utilized for agency accounting purposes and SetWorks is utilized for TCM services and client information pertaining to services provided and received as well as serving as the billing software for Medicaid claims. SetWorks also syncs with the state client database on a regular basis to ensure data integrity and authentication. CCDDR also added WebEx and Zoom accounts in 2020 to accommodate virtual meetings when appropriate.

CCDDR also utilizes a third-party data back-up system (Datto SaaS). This system was procured to eliminate the loss of data/records or misfiling of data/records in Office 365 and has already shown to be beneficial in retrieving data/records and emails with limited or no interruption in normal operational activities.

In 2019, CCDDR procured Sumner One to be its information technology manager and consultant. Sumner One continually modernizes CCDDR’s technology solutions and provides CCDDR with its hardware and software necessary to maintain efficient operations, excluding Quickbooks, SetWorks, certain Office 365 components, and certain building-related Internet connectivity (Internet service, network cabling, etc.) that are procured separately and have their own maintenance and back-up system protocols and services. Sumner One is also responsible for systems security, updates, and ongoing maintenance, which can predominantly be done remotely as long as the devices are connected to the Internet.

In October 2020, CCDDR discovered that it was unable to access certain workstations on its internal systems. Upon discovery, CCDDR contacted Sumner One and soon discovered that it, along with several other Sumner One clients, were also victimized by the security incident. This indicated Sumner One was the primary victim. CCDDR also conducted an internal investigation of the security incident to determine its nature, scope, and whether any sensitive CCDDR data was impacted. In response to the security incident, CCDDR filed a claim and procured services needed to assist with the investigation, coordinate with Sumner One, and provide counsel. After reviewing information provided by Sumner One and third-party investigators, it was determined there was a low probability of compromise to sensitive

information, and Sumner One reported there was no evidence of access or acquisition of data impacted during this security incident.

CCDDR did not experience any loss of revenue or significant expenses related to the security incident. In fact, there were minimal interruptions to CCDDR operations, and CCDDR's I.T. management system and network structure proved to be very efficient.

CCDDR continually updates and improves its website so that it is more "attractive", user-friendly, and ADA compliant. CCDDR utilizes a Website designer/developer/manager and hopes to eventually establish a Website portal. CCDDR also continues to maintain a Facebook page and will expand to other social media in hopes of promoting programs, events, and public awareness. Progress is expected to continue beyond 2020.

CCDDR's records are now predominantly stored in digital format and digitally transferrable. Only required paper copies will be kept in storage, and client information is expected to be communicated digitally as much as possible and practical. As with all technology-based systems, components become outdated and replaced with newer, more efficient systems. CBS will continue to consult with CCDDR to ensure outdated components and technology are updated appropriately. CCDDR will continually upgrade its systems as necessary and practical.

Cultural Competency and Diversity Plan Progress Period: FY 2020

CCDDR's objectives are:

Goal: Ensure each Individual Support Plan (ISP) and assessment used clearly spells out accurate cultural information and any needs or areas to be addressed.

Action: Before each annual ISP meeting is held, the Support Coordinator will thoroughly review each ISP and assessment for accuracy and any missing information. Additionally, the Support Coordinator should identify any needs to be addressed during the meeting for appropriate support/service planning.

Timeframe: For each individual, completion of their assessments, ISP narrative, and goals will be identified in and implemented through the ISP meeting. Success will be noted upon both guardian and/or individual approval of the final ISP.

Progress: *Support Coordinators review each ISP regularly and as needed, but no less than annually, and identify needs to be addressed, which are then shared and approved by clients/guardians. During this process, missing or inaccurate information is identified, updated, and recognized.*

Goal: On an annual basis, update the characteristics of individuals served on an organizational basis for strategic planning purposes.

Action: Update this document as needed in preparation of each Strategic Plan period.

Timeframe: Review each year.

Progress: *Characteristics of clients and the organizational development are reviewed and analyzed regularly, but no less than annually, to accommodate the changing needs and expectations. The Administrative Team and Board of Directors ensure the Strategic Plan acknowledges and represents the agency's clients, clients' needs, and clients' expectations, as well as ensuring the agency's fiduciary obligations to the public are met.*

Goal: Provide access to a web-based or CD-based employee training session on cultural competency that can be done at staff's own timing.

Action: Research this as time allows.

Timeframe: Documentation in each staff's training file by the end of each Fiscal Year and showing they have fulfilled a training session in some area of cultural competency.

Progress: *Although CCDDR continues to research and identify viable, practical, and affordable formal training, all staff and staff leadership continually monitor and develop internal practices and principles to ensure cultural competency and diversity are acknowledged and recognized. It is fully expected that formal training will be identified and/or procured by the end of 2021.*

Agency Disaster and Pandemic Plan Progress Period: FY 2020

Thankfully, CCDDR has not experienced any catastrophic incidences due to storms, floods, tornadoes, or other events similar in nature. However, the COVID-19 pandemic has created a heightened awareness of biologically related emergencies and situations. CCDDR modified its Agency Disaster Plan and renamed it the Agency Disaster and Pandemic Plan to recognize these biologically related emergencies and situations. CCDDR identified the Administrative Team as the team of employees who will monitor any related guidance the U.S. Centers for Disease Control and Prevention, Missouri Division of Developmental Disabilities, Missouri Department of Health and Senior Services, Camden County Health Department, and other local, state, or federal agencies continue to make available. The COVID-19 Plan was developed to appropriately respond to the COVID-19 pandemic and was made available to staff, clients, Board members, and the general public.

Title VI and Limited English Proficiency Plan Period: FY 2020

Agencies receiving Federal Transit Administration (FTA) funds from the Missouri Department of Transportation (MoDOT) with a vehicle still in service funded through a MoDOT administered FTA grant requires a Title VI and Limited English Proficiency Plan (LEP). MoDOT reviews these plans periodically with CCDDR and issues findings for non-compliance. Needed revisions to these plans or related operations, if needed, are also identified in MoDOT's periodic reviews. MoDOT's most recent review was conducted in October 2019. MoDOT's review concluded there were no findings and CCDDR

remained within compliance. Subsequently, CCDDR has outright purchased the remaining interest held by MoDOT through the original FTA grant funding for the purchase of the vehicle. Therefore, a lien release was issued, and the Title VI and LEP Plans will no longer be a requirement moving forward. CCDDR may continue to retain certain components of the Title VI and LEP plans in new or existing agency plans.

2020-2022 Strategic Plan Goals Progress Report

Service Delivery

CCDDR will provide model supports for individuals with intellectual and developmental disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Community employment opportunities
- Recreation and leisure activities
- Residential support
- Family and community support and education
- Transportation
- Expansion of direct support services

A. Community Employment Opportunities

- CCDDR will collaborate with community employment support providers in order to establish a comprehensive community employment network
- CCDDR will collaborate and partner with local businesses to recruit and hire individuals with intellectual and developmental disabilities
- CCDDR will engage with its clients and their families to ensure career goals are recognized and career path choices are respected

Progress

CCDDR has successfully facilitated the increase in the number of employment support providers in the past, providing more choices to CCDDR clients and expanding competitive integrated employment support opportunities. Through collaborations with Vocational Rehabilitation (VR) and other employment support providers, CCDDR provides a vast network of resources to ensure its clients are able to seek and obtain competitive integrated employment. Many of the employment support providers have established working relationships and job placement programs with local employers. CCDDR also participates in the annual Transition Fair, which is held at State Fair Community College, and regularly engages with local employers through VR projects, various school-sponsored employment programs, civic organization meetings, and community engagement activities. However, the COVID-19 pandemic has reduced the number of CCDDR clients competitively employed in the community and has stymied efforts to expand employment support services.

Goal Met in 2020: No

B. Recreation and Leisure Activity

- CCDDR will sponsor recreational and leisure activities for its consumers in order to promote and enhance community inclusion
- CCDDR will partner with other non-profit agencies, community businesses, schools, and direct support providers in order for its consumers to participate in scheduled community activities

Progress

CCDDR has secured reservations/attendance and procured transportation services to transport clients to and from community activities in the past, including regional car racing events, advocacy meetings, carnivals, educational seminars, community-sponsored park activities/events, and many other local recreation and leisure activities. However, the COVID-19 pandemic has reduced the number of available in-person community activities and access to virtual events have been limited for various reasons, including access to broadband services and virtual participation. The COVID-19 pandemic has stymied progress.

Goal Met in 2020: No

C. Residential Support

- CCDDR will continue the Housing Voucher Program; continue to partner with a Missouri Ozarks Community Action, Inc, to perform scheduled Housing Quality Standards inspections of the housing inventory; continue to seek collaborations with community stakeholders to provide a healthy inventory of safe, decent, sanitary, accessible, and affordable housing from which individuals can choose; and continue to assist with individuals' transition to independence within the community
- CCDDR will continue to administer a transitional housing program, which will provide emergency shelter for its clients who are displaced and need temporary housing as well as a means to prepare individuals for transition into stable housing, employment, and/or direct support services

Progress

CCDDR continues to utilize the Housing Voucher Program and the Transitional Housing Program. There are anywhere between 10 to 25 individuals/families consistently receiving assistance to maintain safe, sanitary, decent, and affordable housing through the Housing Voucher Program, and more than 30 individuals/families have successfully transitioned out of the program. CCDDR has assisted many individuals/families by providing temporary, transitional housing supports through the Transitional Housing Program, which has prevented homelessness. Recipients continue to successfully transition to permanent housing. CCDDR has a strong relationship with the Lake Area

Community Development Corporation (LACDC) and continues to collaborate with the LACDC to explore opportunities for new affordable, Universal Design Concept-based housing units.

Goal Met in 2020: Yes

D. Family and Community Support and Education

- The internal operating structure will be reorganized to increase available time to support clients and their families and maximize efficiencies in using the organization's resources
- Client and community needs will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery
- National, state, and local trends and model practice information will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery
- CCDDR will advocate for and sponsor community support organizations designed to create social capital networks for clients and their families

Progress

CCDDR continually reviews and modifies its resource systems and networks. CCDDR also continually seeks out community resources and establishes collaborations with local agencies and businesses through a comprehensive network. Prior years' needs assessments have identified various deficiencies in available services and supports. CCDDR has historically sponsored education opportunities pertaining to CCDDR-sponsored programs as well as community-wide symposiums and conference opportunities; however, the COVID-19 pandemic has reduced the number of available in-person activities, and access to virtual events have been limited for various reasons, including access to broadband services and virtual participation. Although the implementation of community partnership programs and educational opportunities have been stymied or delayed due to the COVID-19 pandemic, CCDDR has been able to continue to build a stronger foundation of community partners within the community. CCDDR was able to use time and resources normally reserved for other activities to strengthen CCDDR's research and communications by establishing relationships through less than traditional methods, which was an unanticipated positive side effect of the COVID-19 pandemic. For example, CCDDR was able to secure additional children support services for ages 6 through 12, which was a service not previously provided to CCDDR clients/families when 2020 began and had not been available to CCDDR clients/families for several years. This new collaboration, which began in the summer of 2020, led to a CCDDR Purchase of Services and/or Supports Agreement executed in 2021.

Goal Met in 2020: Yes

E. Transportation

- CCDDR will utilize public entities, transportation providers, direct support providers, community residents, volunteer networks, and other partnering agencies to assess, develop, and implement additional public transit services for its clients and their families

- CCDDR will seek external funding sources to help expand, implement, and sustain viable and reliable public transit systems

Progress

Through prior collaboration and planning, CCDDR led the effort in the creation of the Tri-County Transit service (managed by OATS), which operates a deviated route between Osage Beach and Camdenton Monday through Friday from approximately 7:00 AM to approximately 4:00 PM and an extended evenings and weekend service operating until approximately 8:30 PM Monday through Friday and approximately 9:00 AM to approximately 3:00 PM on Saturday and Sunday (all times are approximate because they are dependent on ridership numbers, demands, and needs). The public transit route services are funded through local match provided by CCDDR, service usage fares, and Federal Transit Authority funding provided through the Missouri Department of Transportation, which has created a truly community inclusive support service for its clients. CCDDR also directly contracts with OATS to provide transportation services to and from work for its clients. However, the COVID-19 pandemic caused the suspension of services between March 2020 and May 2020 and has reduced the number of public transit riders since the COVID-19 crisis began. This is also directly related to the decline of CCDDR clients competitively employed in the community. The COVID-19 pandemic has stymied progress towards transit services expansion.

Goal Met in 2020: No

Expansion of Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers in order to expand and establish a local comprehensive network with a diverse array of services and/or supports

Progress

There is currently a direct support professional hiring and retention crisis in Missouri as well as nationwide, which has only been escalating in recent years. Missouri's approved support provider service rates are woefully inadequate to sustain support provider staffing levels needed to keep up with the current demand for services for existing clients, let alone expand into other service areas for new clients. Support providers compete with other industries to attract and retain a sustainable work force. Other industries, such as retail and fast-food, are increasing their minimum starting wages to levels reducing support providers' ability to compete. This issue has been compounded by the annual increases in minimum wage and the COVID-19 pandemic.

Goal Met in 2020: No

Human Resources

CCDDR will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

- CCDDR will improve its capacity to attract and retain qualified staff
- All staff will thoroughly understand the meaning of the mission and how their job contributes to achieving it
- CCDDR's professional development program will continue to strengthen and expand administrative, supervisory, support coordination, and new program development capacity
- CCDDR's community resource program will continue to strengthen and expand community partnerships and its clients' social capital

Progress

CCDDR adopted and continues to use an objective, merit-based evaluation system. Employees are rewarded for their hard work and effort objectively and subjectively. Training opportunities have been expanded and employees are encouraged to participate in educational and training webinars when available. A statewide benefits analysis and review was submitted to CCDDR in 2020, and CCDDR determined its benefit package was either better than or equal to other similar agencies and programs participating in the analysis and review. Recent annual merit increases and cost of living adjustments to wages have kept all employee classifications competitive with other SB 40 or similar service provider agencies. Employees have been provided modern and necessary tools to assist in client development, client independence, and client choice as well as improving employee efficiency, effectiveness, and productivity. Productivity and efficiency have steadily increased despite the COVID-19 pandemic, and employee satisfaction was at a high level, which was reflected in the 2020 Employee Survey. For the first time in several years, CCDDR is building an inventory of resums from qualified individuals for future review and consideration if positions become vacant. Although the implementation of community partnership programs has been stymied due to the COVID-19 pandemic, the CRC has been able to continue to build a stronger foundation of community partners within the community. The CRC was able to use time and resources normally reserved for face-to-face collaborations to strengthen CCDDR's research and communications by establishing relationships through less than traditional methods, which was an unanticipated positive side effect of the COVID-19 pandemic.

Goal Met in 2020: Yes

Community Resource Development

CCDDR will be a highly visible, well-respected organization that attracts increased numbers of community partners and higher levels of contributions to service and support operations.

A. Visibility

- CCDDR staff and Board members will actively engage in civic, professional, and other non-profit organization activities, meetings, and functions
- CCDDR will use strategic communication to promote community partnerships and new program development
- CCDDR will utilize public service announcements, social media, and Web site development to educate the community and promote participation or support for new programs
- CCDDR will expand its presence to include statewide and nationwide participation in stakeholder conversations, new program initiatives, regulatory guidance, and service delivery methods

Progress

Despite the COVID-19 pandemic, CCDDR employees and Board members have been and continue to remain actively involved in community activities and civic organizations. Employees continue to be participants in various local civic organizations', local not-for-profit agencies', local advocacy organizations', and other similar statewide organizations' activities and collaborations. Although the implementation of community partnership programs has been stymied due to the COVID-19 pandemic, CCDDR has been able to continue to build a stronger foundation of community partners within the community. CCDDR was able to use time and resources normally reserved for other activities to strengthen CCDDR's research and communications by establishing relationships through less than traditional methods, which was an unanticipated positive side effect of the COVID-19 pandemic.

Goal Met in 2020: Yes

B. Community Partnerships

- CCDDR will increase the number of community partners who are involved in all activities
- CCDDR will expand its awareness and community partnership development program, which will include education, training, response, and recognition
- CCDDR will continue to partner with community agencies, businesses, and individuals, which will enhance existing services and supports and help create new services and supports

Progress

Although the implementation of community partnership programs has been stymied due to the COVID-19 pandemic, CCDDR has been able to continue to build a stronger foundation of community partners within the community. CCDDR was able to utilize time and resources normally reserved for other activities to strengthen CCDDR's research and communications by establishing relationships through less than traditional methods, which was an unanticipated positive side effect of the COVID-19 pandemic. For example, CCDDR was able to secure additional children support services for ages 6 through 12, which was a service not previously provided to CCDDR clients/families when 2020 began and had not been available to CCDDR clients/families for several years. This new collaboration, which

began in the summer of 2020, led to a CCDDR Purchase of Services and/or Supports Agreement executed in 2021.

Goal Met in 2020: Yes

Appendix A

Employment Survey

174 Respondents Age 15 and older

46 working at the sheltered workshop (26.43% of total respondents)

- Age 15-24
 - 5 total, 80% (4) are interested in community employment
- Age 25-35
 - 23 total, 60.86% (14) are interested in community employment
- Age 36-45
 - 9 total, 55.55% (5) are interested in community employment
- Age 46-55
 - 5 total, 40% (2) are interested in community employment
- Over age 55
 - 4 total, 50% (2) are interested in community employment
- Of the 27 total sheltered workshop employees interested in community employment:
 - 1 has a Community waiver
 - 8 have Comprehensive waivers
 - 10 have Partnership for Hope waivers
 - 8 are non-waivered

Total respondents age 15-24

- 57 total, 31.57% (18) are interested in community employment

Total respondents age 25-35

- 52 total, 48.07% (25) are interested in community employment

Total respondents age 36-45:

- 26 total, 30.76% (8) are interested in community employment

Total respondents age 46-55:

- 17 total, 17.64% (3) are interested in community employment

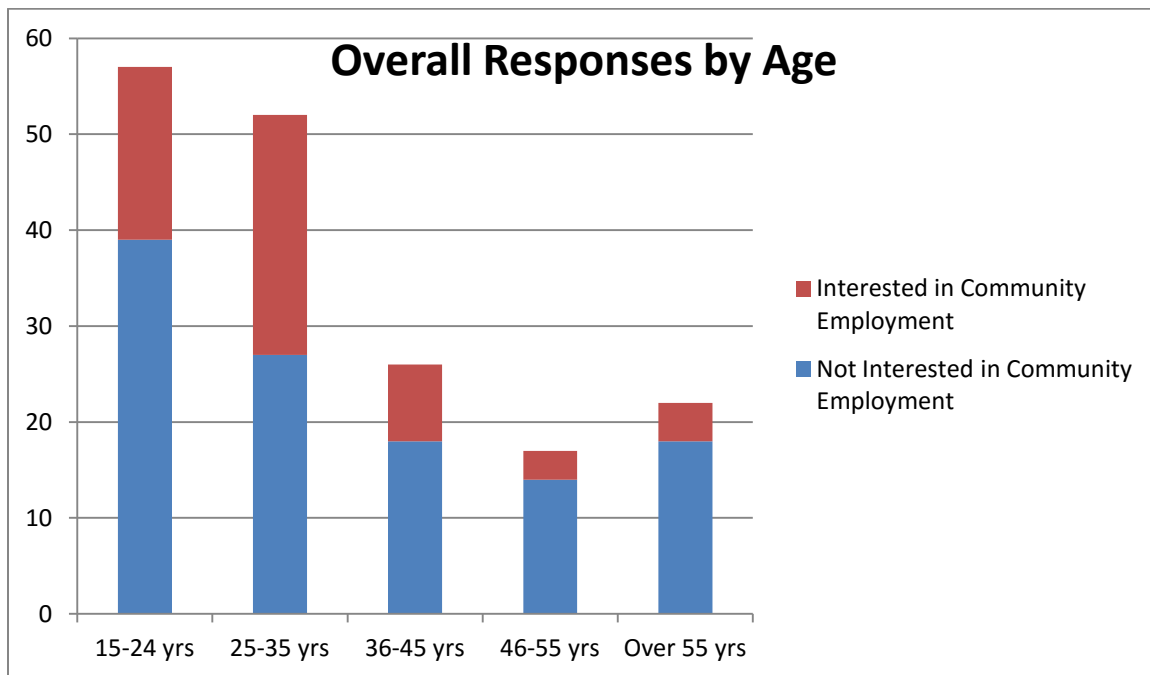
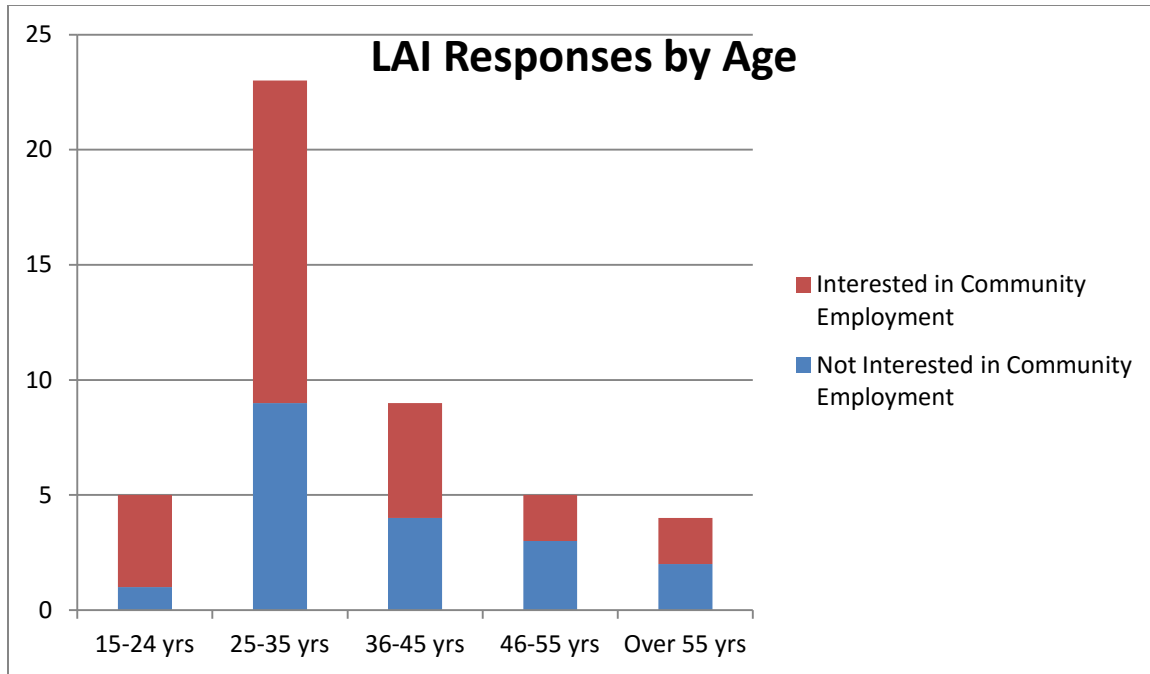
Total respondents over age 55:

- 22 total, 18.18% (4) are interested in community employment

Total Respondents 15 and older:

- 174 total, 33.33% (58) are interested in community employment
 - Of the 58 interested in community employment:
 - 2 have Community waivers
 - 14 have Comprehensive waivers
 - 24 have Partnership for Hope waivers
 - 18 are non-waivered

Note: 7 Camden County consumers responded that they are working at Pulaski County Sheltered Workshop. 0 of those consumers are interested in community employment. 2 of the consumers previously worked at Lake Area Industries.



Appendix B

Transportation Survey

195 Responses

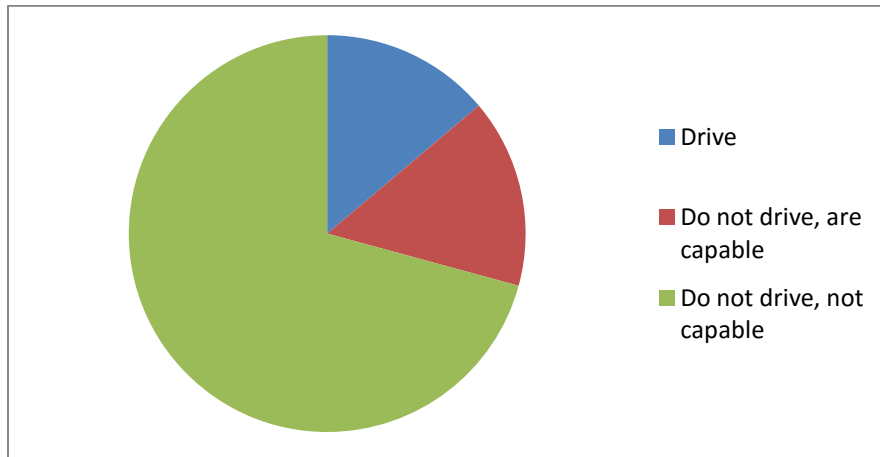
13.84% of clients drive (27)

86.15% of clients do not drive (168)

15.38% of clients do not drive but are capable of driving (30)

9.74% of clients need accessible transportation (19)

70.76% of clients do not drive and are not capable of driving (138)



Appendix C

Morgan/Miller/Camden/Laclede County Transportation

596 Responses Included

1) Do you need transportation?

a) Yes- 117 **(20%)**

b) No- 467

Circled Yes and No- 5

No Answer- 7

2) Why do you need transportation?

a) Employment/Job- 77 **(13%)**

b) Medical- 111 **(19%)**

c) Groceries/Food Pantries- 113 **(19%)**

d) Social/Recreation/Entertainment- 38

e) Other: _____ -37

No Answer- 220

3) How often do you need transportation?

a) Daily- 75 **(13%)**

b) Weekly- 58

c) Monthly- 42

d) Round Trip? Yes/No

Yes- 54

No- 27

Circled Yes and No- 17

No Answer- 323

4) What zip code do you live in? _____ (See Attached Sheet)

5) Did you know OATS can provide transportation to EVERYONE?

a) Yes- 302 **(50%)**

b) No- 228 **(38%)**

No Answer- 66

6) What would you consider to be a fair price to pay for a round-trip within Camden, Morgan, Miller, or Laclede County?

a) Up to \$5- 230 **(39%)**

b) \$6 to \$10- 197 **(33%)**

c) More than \$10- 41 **(7%)**

No Answer- 128

7) If available, will you use the public transportation system regularly?

a) Yes- 128(**21%**)

b) No- 159

c) As Needed- 161(**27%**)

d) Maybe- 83

No Answer- 65

8) Have you lost a job or had problems finding a job in the last 2 years due to a lack of transportation?

a) Yes- 77(**13%**)

b) No- 448

Circled Yes and No- 1

No Answer- 70

Appendix D

Morgan/Miller/Camden/Laclede County Transportation- Employer Survey

- 1) Do you have employees with transportation issues?
 - a) No employees have transportation issues- 35 **(57%)**
 - b) 1-5- 20 **(33%)**
 - c) 6-10- 4 **(7%)**
 - d) 11-15- 1 **(2%)**
 - e) More than 15- 0
 - No Answer- 1

- 2) Do you think these employees would benefit from public transportation?
 - a) Yes- 42 **(69%)**
 - b) No- 15
 - No Answer- 4

- 3) What is their estimated annual income? (Please check all that apply.)
 - Less than \$25,000- 50 **(82%)**
 - \$26,000 - \$50,000- 7 **(11%)**
 - More than \$50,000- 1
 - No Answer- 3

- 4) Would your organization be willing to have a “transportation stop” at your facility?
 - a) Yes- 32 **(53%)**
 - b) No- 2
 - No Answer- 27

- 5) How many people leave employment with your organization annually due to a lack of transportation?
 - a) None- 31
 - b) 1-5- 23 **(39%)**
 - c) 6-10- 2 **(3%)**
 - d) 11-15- 2 **(3%)**
 - e) More than 15- 2 **(3%)**
 - No Answer- 1

Appendix E

Facts We Already Know

	Tri-County	Missouri	USA
Residents with Disabilities	17.33%	14.51%	12.59%
Families with Income Over \$75,000 Annually	31.65%	42.31%	47.16%
Population Below 200% FPL	40.27%	33.79%	32.75%
Population Below 100% FPL	19.01%	14.63%	14.58%
Population Below 50% FPL	6.88%	6.36%	6.48%
Students with Free/Reduced Lunch at School	62.06%	50.53%	49.21%
Average Household Size	2.71/2.59/2.54	2.45	2.53
Cost Burdened Owner-Occupied Households (with Mortgage)	31.25%	23.87%	29.33%
Cost Burdened Owner-Occupied Households (W/O Mortgage)	14.25%	11.32%	13.78%
Cost Burdened Renter-Occupied Households	40.28%	42.35%	46.84%
Labor Force Participation Rate	51.97%	62.82%	63.00%
Migration Rate (Age 20-39)	-1.85%	2.34%	7.21%

75% of the workforce will be millennials (current age 20-35) by 2025

2017 Federal Poverty Levels			
HH Size	50%	100%	200%
1	\$6,030	\$12,060	\$24,120
2	\$8,120	\$16,240	\$32,480
3	\$10,210	\$20,420	\$40,840
4	\$12,300	\$24,600	\$49,200
5	\$14,390	\$28,780	\$57,560
6	\$16,480	\$32,960	\$65,920
7	\$18,570	\$37,140	\$74,280
8	\$20,660	\$41,320	\$82,640

2017 Income Limits - Camden County - Median Income is \$52,400								
	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
80%	\$29,350	\$33,550	\$37,750	\$41,900	\$45,300	\$48,650	\$52,000	\$55,350
50%	\$18,350	\$21,000	\$23,600	\$26,200	\$28,300	\$30,400	\$32,500	\$34,600
30%	\$12,060	\$16,240	\$20,420	\$24,600	\$28,300	\$30,400	\$32,500	\$34,600

2017 Income Limits - Miller County - \$46,300								
	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
80%	\$28,500	\$32,550	\$36,600	\$40,650	\$43,950	\$47,200	\$50,450	\$53,700
50%	\$17,800	\$20,350	\$22,900	\$25,400	\$27,450	\$29,500	\$31,500	\$33,550
30%	\$12,060	\$16,240	\$20,420	\$24,600	\$27,450	\$29,500	\$31,500	\$33,550

2017 Income Limits - Morgan County - Median Income is \$45,900								
	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
80%	\$28,500	\$32,550	\$36,600	\$40,650	\$43,950	\$47,200	\$50,450	\$53,700
50%	\$17,800	\$20,350	\$22,900	\$25,400	\$27,450	\$29,500	\$31,500	\$33,550
30%	\$12,060	\$16,240	\$20,420	\$24,600	\$27,450	\$29,500	\$31,500	\$33,550

What is a Community Development Corporation?

What is a Community Development Corporation?

Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs.

While CDCs may work closely with a representative from the local government, they are not a government entity.

As non-profits, CDCs are tax-exempt and may receive funding from private and public sources.

CDCs run the gamut from large, well-established organizations like New Community Corporation in Newark, NJ (which owns and manages 2,000 units of housing and employs more than 500 people) to community groups that meet in a church basement. Large or small, CDCs have in common an involvement in development work. They generally have a staff and some degree of incorporation.

It's important to note that CDCs are self-identified. That is, there is no specific tax ID or certification that distinguishes a CDC from other non-profits. There are state and local associations that work specifically with CDCs (such as the Philadelphia Association of Community Development Corporations), but there has been no national association directly representing CDCs since the National Congress for Community Economic Development (NCCED) dissolved in 2006. The National Alliance of Community Economic Development Associations (NACEDA) represents state and regional associations but does not directly represent CDCs.

CDCs in numbers

The NCCED estimated that in 2006, there were around 4,600 CDCs nationally. There has not been a more recent count. Some experts guess the number is lower due to the decline of available public and private sector resources caused by the economic recession, although it's worth noting that the demand for CDCs services has increased (also because of the recession).

Unlike some other states, Pa. does not have a state-level CDC association. There is no statewide count or report of CDCs.

Two of the larger CDC associations in Pa. are the Philadelphia Association of Community Development Corporations (PACDC) and the Pittsburgh Community Reinvestment Group (PCRG).

PACDC put out a report at the end of 2012 estimating Philadelphia CDCs contributed \$5.1 billion to Pennsylvania's economy (and \$3.3 billion to Philly's economy) over the past 20 years. This includes 37,100 jobs statewide and 11,600 in the city.

According to the report, the majority (72 percent) of Philadelphia CDC investment has gone to home construction and rehabilitation, with 21percent to small business construction and rehabilitation and seven percent to streetscape/vacant lot greening projects.

A brief history of CDCs

Robert F. Kennedy played a big role in setting up the first CDC through the Special Impact Program, an amendment to the Economic Opportunity Act of 1964, allowing the federal funding of community development projects in poor urban areas. Kennedy created an action plan for community development, which led to the formation of the Bedford Stuyvesant Restoration Corporation, considered the first CDC in the country.

Historically, many CDCs grew out of the Civil Rights movement to fight against redlining and divestment issues in cities. Many had a community organizing/activism background.

While traditionally CDCs were location-based, there are organizations that target specific demographics (for example, the Women's Revitalization Project in Philadelphia serves low-income women and their families). And CDCs now typically focus on development rather than activism.

How do CDCs work?

CDCs follow a bottom-up approach; they are set up and run by community members or local groups like churches and civic associations. In fact, a key feature of CDCs is the inclusion of community representatives in their governing/advisory boards. While it's difficult to enforce because CDCs act independently, the rule of thumb is at least one third of the board is comprised of local residents.

As non-profit institutions, CDCs are tax-exempt and may receive unlimited donations and grants from private and public sources. A significant portion of funding comes from local government and through state and federal grants, such as the U.S. Department of Housing and Urban Development's Community Development Block Grant. CDCs can also receive funding from philanthropic foundations like the Ford Foundation and the Surdna Foundation.

CDCs may also apply for funding through intermediary organizations (like the Local Initiative Support Corporation and NeighborWorks America nationally and local

organizations like Pittsburgh's Neighborhood Allies) that receive government resources and then allocate funding to community groups.

In Pennsylvania, CDCs can get support from local business partnerships through a statewide tax credit called the Neighborhood Assistance Program, administered by the Pennsylvania Department of Community and Economic Development (DCED). CDCs can also apply for funding for affordable housing projects through the Pennsylvania Housing Finance Agency (PHFA), which administers the federal low-income housing tax credit program and PA State Housing Trust Fund (PHARE), among other programs. (This funding is not limited to non-profits or CDCs).

There are also city-level funding opportunities for CDCs. For example, Philadelphia has its own CDC grants and tax credit programs and its own housing trust fund. The City of Pittsburgh's Community Development Administration Division allocates city resources through its Advisory Commission on Community Based Organizations (ACCBO).

One criticism of CDCs is that they are too dependent on government and foundational funding streams. Although CDCs are meant to meet the specific needs of a local community, a large amount of available funding might be tailored to specific types of projects (like affordable housing). Because of this, CDCs may be compelled to focus efforts based on what funds are available, rather than responding primarily to community demand.

Some CDCs are finding ways to diversify their funding streams. For example, Bickerdike Redvelopment Corporation (Chicago) has its own rental properties and a for-profit construction company, which generate income.

- I. CDC Development
 - a. Residential Housing – Affordable & Workforce housing with an emphasis on Universal Design Concepts for Morgan, Miller, Camden, and Laclede Counties
 - b. Board of Directors – Up to 15 Members with a minimum of 5 members from the general public (residents in all of the counties served plus one) who are classified as living in low income households, with the remaining members representing social service-related organizations, private business, banks/credit unions, and/or designated elected officials
 - c. Develop MOUs with local banks for Community Reinvestment funding
 - d. Develop partnership with USDA for loan packaging and other services
 - e. Develop partnership with local social service agencies for client assistance, case management services, and networking
 - f. Develop partnership with local CHDOs for affordable and workforce housing development with an emphasis on Universal Housing Design Concepts
 - g. Develop MOUs with the municipalities and county governments
 - h. Develop MOUs with local community action agencies for shared information, education, case management services, and material distributions
 - i. Develop MOUs with LOREDC and LOCLG for informational sharing, joint collaborations, grant opportunities, private investment opportunities, etc.
 - j. Work with municipalities and county governments to develop and manage consortium creation and related activities
- II. Identified CHDOs
 - a. Missouri Ozarks Community Action Agency (MOCA)
 - b. West Central Missouri Community Action Agency (WCMCAA)
 - c. Ozarks Area Community Action Corporation (OACAC)
- III. Participation Jurisdiction (PJ) Consortium Potentials (\$500K to \$750K to Qualify)
 - a. Scenario 3
 - b. Scenario 4

Appendix F

Business & Community Indicator Report

Location

Camden County, MO

Miller County, MO

Morgan County, MO

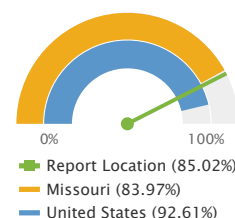
Workforce

Infrastructure - Broadband Access

This indicator reports the percentage of population with access to high-speed internet. This data source represents both wireline and wireless internet providers. This indicator is important because access to technology opens up opportunities for employment and education.

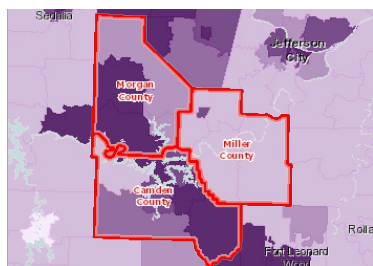
Report Area	Total Population (2010)	Access to DL Speeds > 25MBPS (2016)
Report Location	89,315	85.02%
Camden County, MO	44,053	83.56%
Miller County, MO	25,077	45.67%
Morgan County, MO	20,212	78.62%
Missouri	5,988,927	83.97%
USA	312,526,846	92.61%

Percentage of Population with Access to Broadband Internet (DL Speeds > 25MBPS)



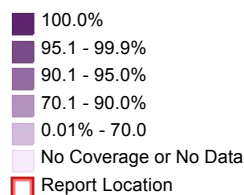
Note: This indicator is compared to the state average.

Data Source: [National Broadband Map](#). 2016. Source geography: Tract



[View larger map](#)

Broadband Access, Population with Access to High Speed Internet by Tract, FCC 2016



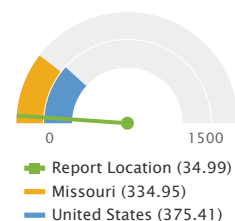
Social Factors

Housing - Assisted Housing

This indicator reports the total number of HUD-funded assisted housing units available to eligible renters as well as the unit rate (per 10,000 total households).

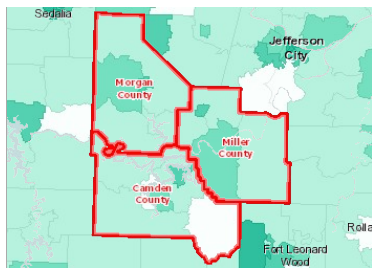
Report Area	Total Housing Units (2010)	Total HUD-Assisted Housing Units	HUD-Assisted Units, Rate per 10,000 Housing Units
Report Location	69,458	243	34.99
Camden County, MO	41,183	105	25.5
Miller County, MO	12,758	87	68.19
Morgan County, MO	15,517	51	32.87
Missouri	2,712,729	90,864	334.95
USA	133,341,676	5,005,789	375.41

HUD-Assisted Units, Rate per 10,000 Housing Units

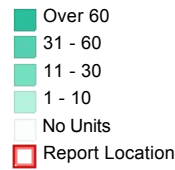


Note: This indicator is compared to the state average.

Data Source: [US Department of Housing and Urban Development](#). 2016. Source geography: County



Assisted Housing Units, All by Tract, HUD 2016



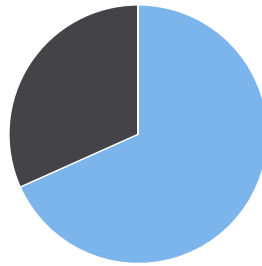
[View larger map](#)

Assisted Housing Units - HUD Programs - by Assistance Program

Report Area	Housing Choice Voucher Units	Project-Based Section 8 Units	Section 236 Units (Federal Housing Authority Projects)	Public Housing Authority Units	Section 202 Units (Supportive Housing for the Elderly)	Section 811 Units (Supportive Housing for Persons with Disabilities)	Other Multi-Family Program Units (RAP, SUP, Moderate Rehab, Etc.)
Report Location	166	77	0	0	0	0	0
Camden County, MO	103	2	0	0	0	0	0
Miller County, MO	27	60	0	0	0	0	0
Morgan County, MO	36	15	0	0	0	0	0
Missouri	44,339	24,927	574	16,791	3,010	1,202	20
USA	2,474,400	1,243,178	33,100	1,074,437	124,704	34,463	31,612

Assisted Housing Units - HUD Programs - by Assistance Program

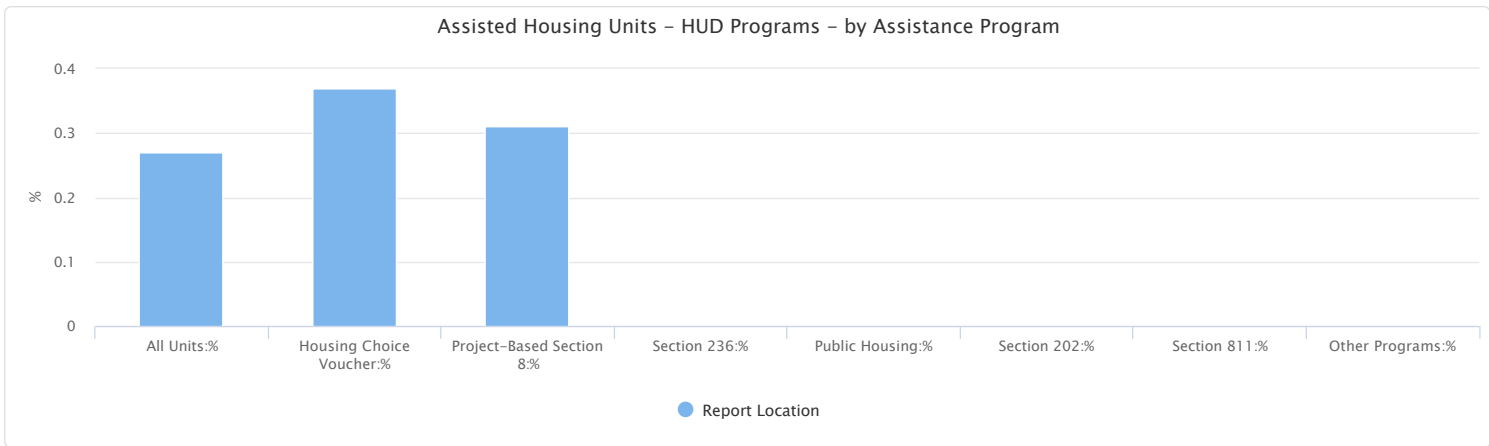
Report Location



Assisted Housing Units - HUD Programs - by Assistance Program

This indicator reports the number of assisted units in each program type as a proportion of the total state share.

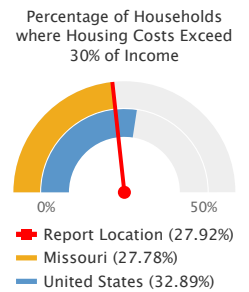
Report Area	All Units	Housing Choice Voucher Units	Project-Based Section 8 Units	Section 236 Units (Federal Housing Authority Projects)	Public Housing Authority Units	Section 202 Units (Supportive Housing for the Elderly)	Section 811 Units (Supportive Housing for Persons with Disabilities)	Other Multi-Family Program Units (RAP, SUP, Moderate Rehab, Etc.)
Report Location	0.27%	0.37%	0.31%	0%	0%	0%	0%	0%
Camden County, MO	0.12%	0.23%	0.01%	0%	0%	0%	0%	0%
Miller County, MO	0.10%	0.06%	0.24%	0%	0%	0%	0%	0%
Morgan County, MO	0.06%	0.08%	0.06%	0%	0%	0%	0%	0%



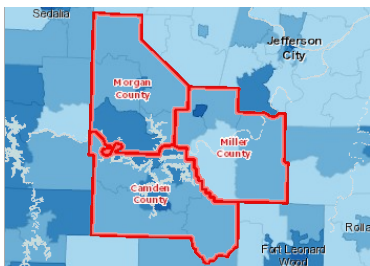
Housing - Housing Cost Burden (30%)

This indicator reports the percentage of the households where housing costs exceed 30% of total household income. This indicator provides information on the cost of monthly housing expenses for owners and renters. The information offers a measure of housing affordability and excessive shelter costs. The data also serve to aid in the development of housing programs to meet the needs of people at different economic levels.

Report Area	Total Households	Cost Burdened Households (Housing Costs Exceed 30% of Income)	Percentage of Cost Burdened Households (Over 30% of Income)
Report Location	33,680	9,404	27.92%
Camden County, MO	16,389	4,544	27.73%
Miller County, MO	9,408	2,573	27.35%
Morgan County, MO	7,883	2,287	29.01%
Missouri	2,372,362	658,995	27.78%
USA	117,716,237	38,719,430	32.89%



Note: This indicator is compared to the state average.
 Data Source: US Census Bureau, [American Community Survey](#), 2012-16. Source geography: Tract



[View larger map](#)

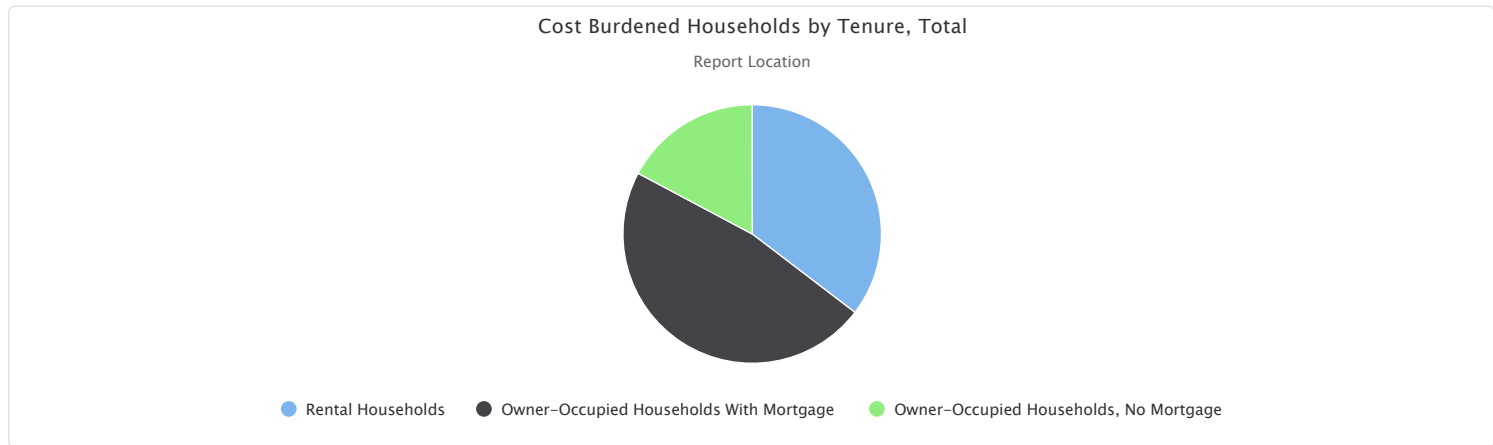
Cost Burdened Households (Housing Costs Exceed 30% of Household Income), Percent by Tract, ACS 2012-16

- Over 35.1%
- 28.1 - 35.0%
- 21.1 - 28.0%
- Under 21.1%
- No Data or Data Suppressed
- Report Location

Cost Burdened Households by Tenure, Total

This data shows the number of households that spend more than 30% of the household income on housing costs. In the report area, there were 9,404 cost burdened households according to the U.S. Census Bureau American Community Survey (ACS) 200-2016 5-year estimates. The data for this indicator is only reported for households where household housing costs and income earned was identified in the American Community Survey.

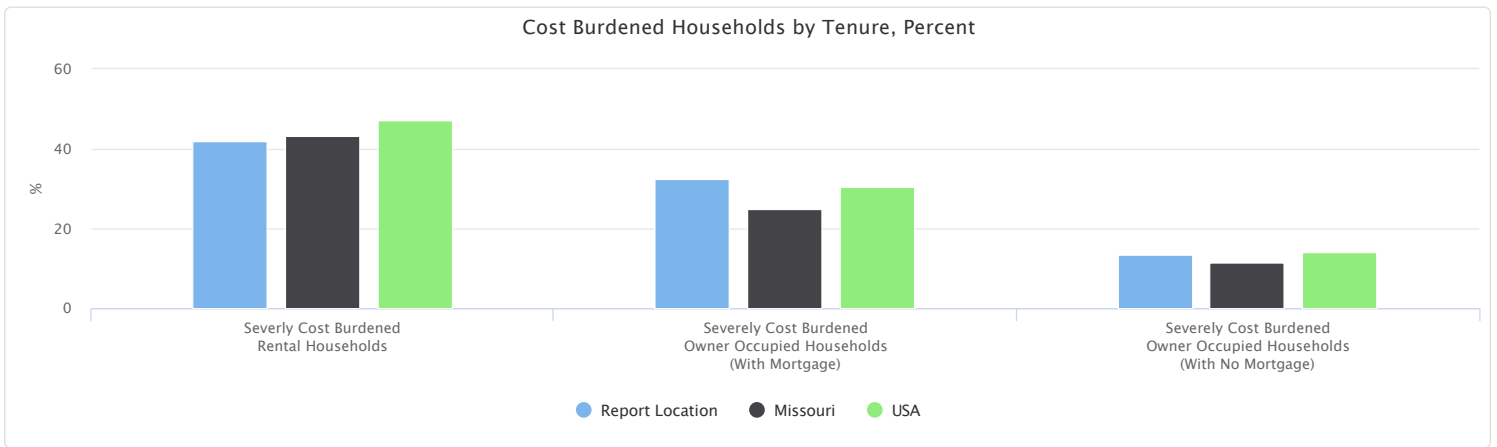
Report Area	Cost Burdened Households	Cost Burdened Rental Households	Cost Burdened Owner Occupied Households (With Mortgage)	Cost Burdened Owner Occupied Households (With No Mortgage)
Report Location	9,404	3,327	4,459	1,618
Camden County, MO	4,544	1,653	2,181	710
Miller County, MO	2,573	873	1,295	405
Morgan County, MO	2,287	801	983	503
Missouri	658,995	341,578	249,081	68,336
USA	38,719,430	20,246,745	14,700,932	3,771,753



Cost Burdened Households by Tenure, Percent

This data shows the percentage of households by tenure that are cost burdened. Cost burdened rental households (those that spent more than 30% of the household income on rental costs) represented 41.99% of all of the rental households in the report area, according to the U.S. Census Bureau American Community Survey (ACS) 2010-2016 5-year estimates. The data for this indicator is only reported for households where tenure, household housing costs, and income earned was identified in the American Community Survey.

Report Area	Rental Households	Percentage of Rental Households that are Cost Burdened	Owner Occupied Households (With Mortgage)	Percentage of Owner Occupied Households w/ Mortgages that are Cost Burdened	Owner Occupied Households (No Mortgage)	Percentage of Owner Occupied Households w/o Mortgages that are Cost Burdened
Report Location	7,924	41.99%	13,747	32.44%	12,009	13.47%
Camden County, MO	3,666	45.09%	7,225	30.19%	5,498	12.91%
Miller County, MO	2,287	38.17%	3,830	33.81%	3,291	12.31%
Morgan County, MO	1,971	40.64%	2,692	36.52%	3,220	15.62%
Missouri	787,627	43.37%	995,731	25.01%	589,004	11.6%
USA	42,835,169	47.27%	48,016,540	30.62%	26,864,528	14.04%

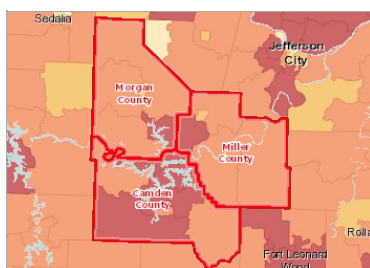


Housing - Housing Unit Age

This indicator reports, for a given geographic area, the median year in which all housing units (vacant and occupied) were first constructed. The year the structure was built provides information on the age of housing units. These data help identify new housing construction and measures the disappearance of old housing from the inventory, when used in combination with data from previous years. This data also serves to aid in the development of formulas to determine substandard housing and provide assistance in forecasting future services, such as energy consumption and fire protection.

Report Area	Total Housing Units	Median Year Structures Built
Camden County, MO	41,296	1990
Miller County, MO	12,765	1982
Morgan County, MO	15,415	1983
Missouri	2,738,774	1976
USA	134,054,899	1977

Data Source: US Census Bureau, American Community Survey, 2012-16. Source geography: Tract



[View larger map](#)

Median Year Structure Built by Tract, ACS 2012-16

- Newer than 1985
- 1976 - 1985
- 1966 - 1975
- Older than 1966
- No Data or Data Suppressed
- Report Location

All Housing Units by Age (Time Period Constructed), Total

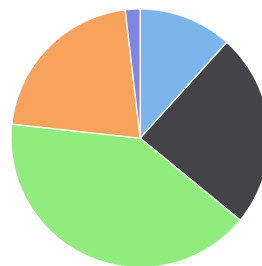
Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	8,123	16,843	28,353	14,875	1,282
Camden County, MO	2,879	9,299	18,231	10,160	727
Miller County, MO	2,553	3,263	4,744	1,950	255
Morgan County, MO	2,691	4,281	5,378	2,765	300
Missouri	814,726	747,069	732,923	386,096	57,960
USA	38,668,202	35,465,548	37,117,749	19,705,347	3,098,053

All Housing Units by Age (Time Period Constructed), Percentage

Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	11.69%	24.24%	40.81%	21.41%	1.85%
Camden County, MO	6.97%	22.52%	44.15%	24.6%	1.76%
Miller County, MO	20%	25.56%	37.16%	15.28%	2%
Morgan County, MO	17.46%	27.77%	34.89%	17.94%	1.95%
Missouri	29.75%	27.28%	26.76%	14.1%	2.12%
USA	28.85%	26.46%	27.69%	14.7%	2.31%

All Housing Units by Age (Time Period Constructed), Percentage

Report Location



● Before 1960:% ● 1960-1979:% ● 1980-1999:% ● 2000-2010:% ● After 2010:%

Owner-Occupied Housing Units by Age, Total

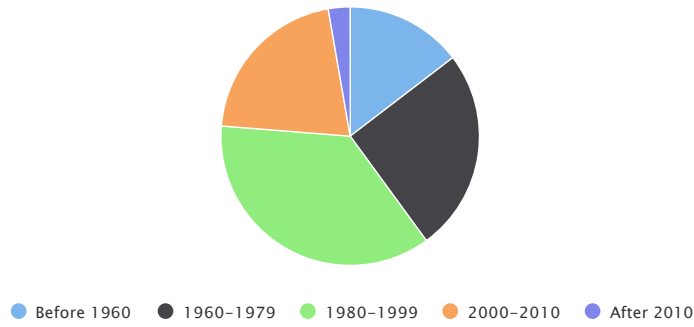
Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	3,761	6,535	9,347	5,409	704
Camden County, MO	1,114	3,140	5,035	3,117	317
Miller County, MO	1,422	1,992	2,291	1,203	213
Morgan County, MO	1,225	1,403	2,021	1,089	174
Missouri	437,746	415,790	448,757	249,625	32,817
USA	20,882,925	18,913,607	21,270,459	12,040,572	1,773,505

Owner-Occupied Housing Units by Age, Percentage

Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	14.6%	25.37%	36.29%	21%	2.73%
Camden County, MO	8.76%	24.68%	39.57%	24.5%	2.49%
Miller County, MO	19.97%	27.97%	32.17%	16.89%	2.99%
Morgan County, MO	20.72%	23.73%	34.18%	18.42%	2.94%
Missouri	27.62%	26.24%	28.32%	15.75%	2.07%
USA	27.89%	25.26%	28.41%	16.08%	2.37%

Owner-Occupied Housing Units by Age, Percentage

Report Location



Renter-Occupied Housing Units by Age, Total

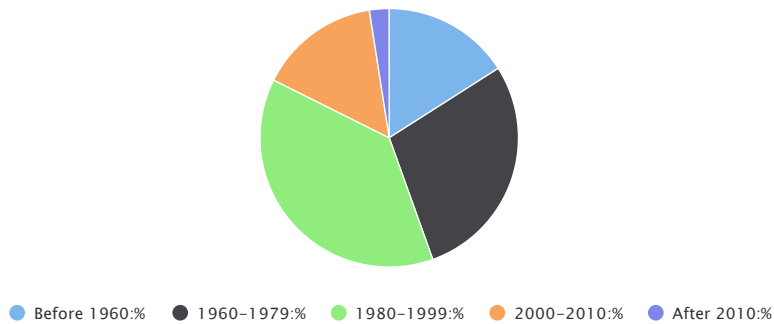
Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	1,266	2,263	2,999	1,201	195
Camden County, MO	255	9,299	1,531	732	150
Miller County, MO	536	3,263	849	303	26
Morgan County, MO	475	4,281	619	166	19
Missouri	244,435	747,069	197,955	89,080	19,823
USA	12,746,018	35,465,548	11,454,628	5,249,950	1,108,946

Renter-Occupied Housing Units by Age, Percentage

Report Area	Before 1960	1960-1979	1980-1999	2000-2010	After 2010
Report Location	15.98%	28.56%	37.85%	15.16%	2.46%
Camden County, MO	6.96%	27.22%	41.76%	19.97%	4.09%
Miller County, MO	23.44%	25.05%	37.12%	13.25%	1.14%
Morgan County, MO	24.1%	35.11%	31.41%	8.42%	0.96%
Missouri	31.03%	30.01%	25.13%	11.31%	2.52%
USA	29.76%	28.66%	26.74%	12.26%	2.59%

Renter-Occupied Housing Units by Age, Percentage

Report Location

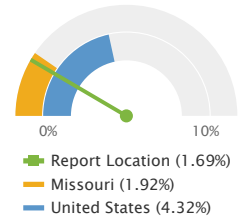


Housing - Overcrowded Housing

This indicator reports data on overcrowded housing from the latest 5-year American Community Survey. The Census Bureau has no official definition of crowded units, but this report considers units with more than one occupant per room to be crowded.

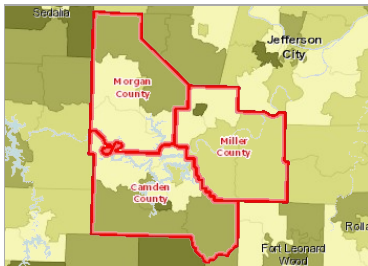
Report Area	Total Occupied Housing Units	Overcrowded Housing Units	Percentage of Housing Units Overcrowded
Report Location	32,757	554	1.69%
Camden County, MO	16,040	294	1.83%
Miller County, MO	9,093	158	1.74%
Morgan County, MO	7,624	102	1.34%
Missouri	2,007,863	38,588	1.92%
USA	90,970,439	3,932,606	4.32%

Percentage of Housing Units Overcrowded



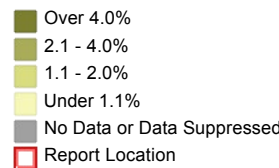
Note: This indicator is compared to the state average.

Data Source: US Census Bureau, American Community Survey, 2012-16. Source geography: Tract



[View larger map](#)

Overcrowded Housing (Over 1 Person/Room), Percent by Tract, ACS 2012-16

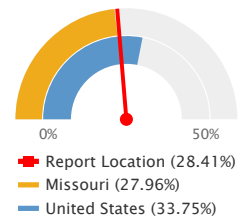


Housing - Substandard Housing

This indicator reports the number and percentage of owner- and renter-occupied housing units having at least one of the following conditions: 1) lacking complete plumbing facilities, 2) lacking complete kitchen facilities, 3) with 1.01 or more occupants per room, 4) selected monthly owner costs as a percentage of household income greater than 30%, and 5) gross rent as a percentage of household income greater than 30%. Selected conditions provide information in assessing the quality of the housing inventory and its occupants. This data is used to easily identify homes where the quality of living and housing can be considered substandard.

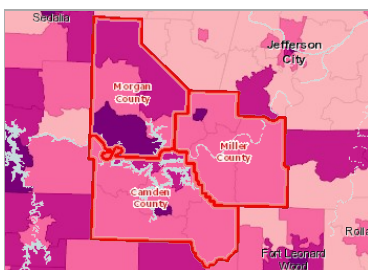
Report Area	Total Occupied Housing Units	Occupied Housing Units with One or More Substandard Conditions	Percent Occupied Housing Units with One or More Substandard Conditions
Report Location	33,680	9,567	28.41%
Camden County, MO	16,389	4,530	27.64%
Miller County, MO	9,408	2,717	28.88%
Morgan County, MO	7,883	2,320	29.43%
Missouri	2,372,362	663,290	27.96%
USA	117,716,237	39,729,263	33.75%

Percent Occupied Housing Units with One or More Substandard Conditions



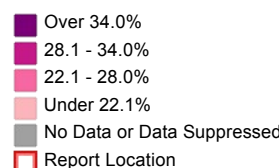
Note: This indicator is compared to the state average.

Data Source: US Census Bureau, American Community Survey, 2012-16. Source geography: Tract



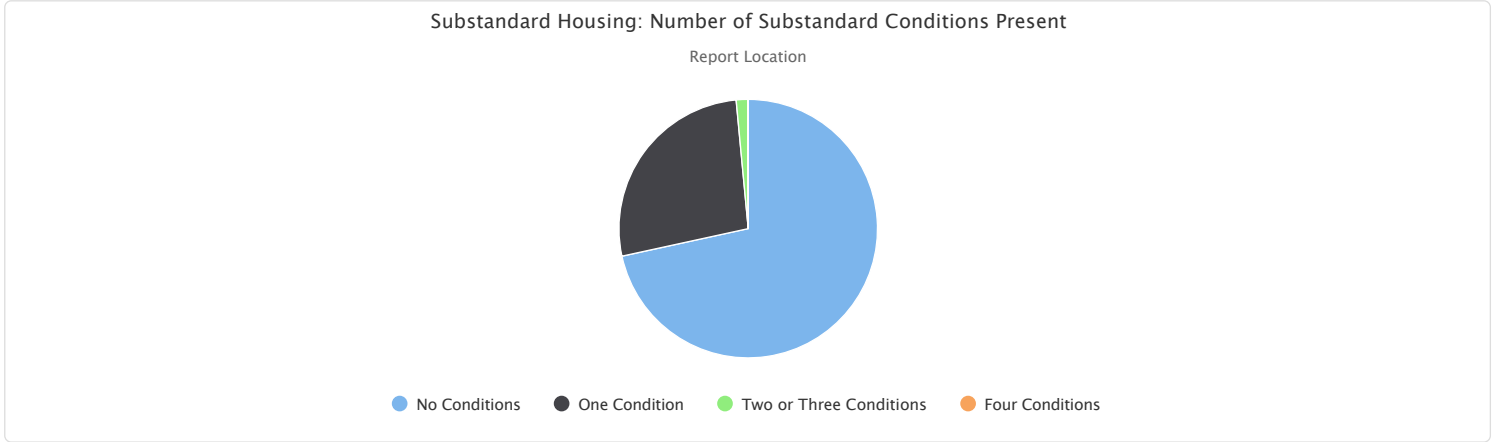
[View larger map](#)

Substandard Housing Units, Percent of Total by Tract, ACS 2012-16



Substandard Housing: Number of Substandard Conditions Present

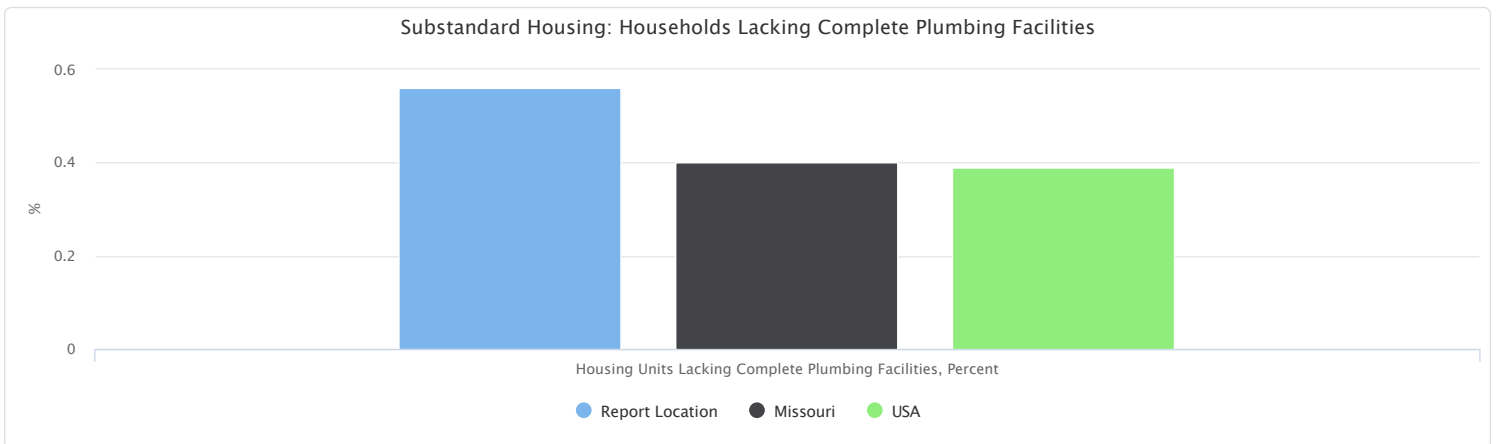
Report Area	No Conditions	One Condition	Two or Three Conditions	Four Conditions
Report Location	71.59%	26.92%	1.49%	0%
Camden County, MO	72.36%	26.25%	1.39%	0%
Miller County, MO	71.12%	27.15%	1.73%	0%
Morgan County, MO	70.57%	28.02%	1.41%	0%
Missouri	72.04%	26.86%	1.09%	0.01%
USA	66.25%	31.75%	1.99%	0.01%



Substandard Housing: Households Lacking Complete Plumbing Facilities

Complete plumbing facilities include: (a) hot and cold running water, (b) a flush toilet, and (c) a bathtub or shower. All three facilities must be located inside the house, apartment, or mobile home, but not necessarily in the same room. Housing units are classified as lacking complete plumbing facilities when any of the three facilities is not present.

Report Area	Total Occupied Housing Units	Housing Units Lacking Complete Plumbing Facilities	Housing Units Lacking Complete Plumbing Facilities, Percent
Report Location	33,680	190	0.56%
Camden County, MO	16,389	47	0.29%
Miller County, MO	9,408	85	0.9%
Morgan County, MO	7,883	58	0.74%
Missouri	2,372,362	9,550	0.4%
USA	117,716,237	463,649	0.39%

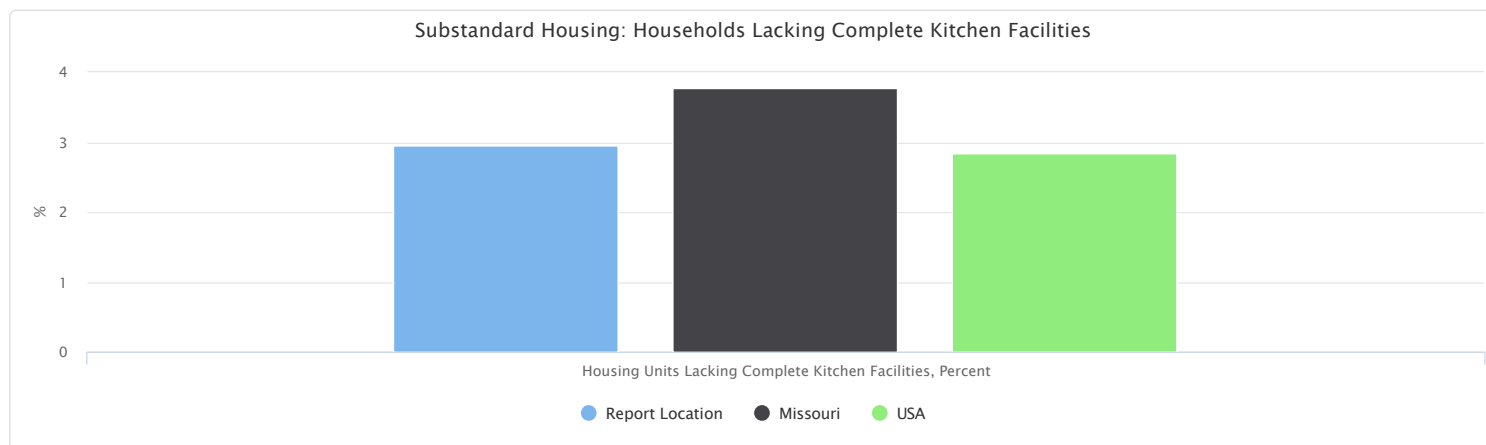


Substandard Housing: Households Lacking Complete Kitchen Facilities

A unit has complete kitchen facilities when it has all three of the following facilities: (a) a sink with a faucet, (b) a stove or range, and (c) a refrigerator. All kitchen facilities must be located in the house, apartment, or mobile home, but they need not be in the same room. A housing unit having only a microwave or portable

heating equipment such as a hot plate or camping stove should not be considered as having complete kitchen facilities. An icebox is not considered to be a refrigerator.

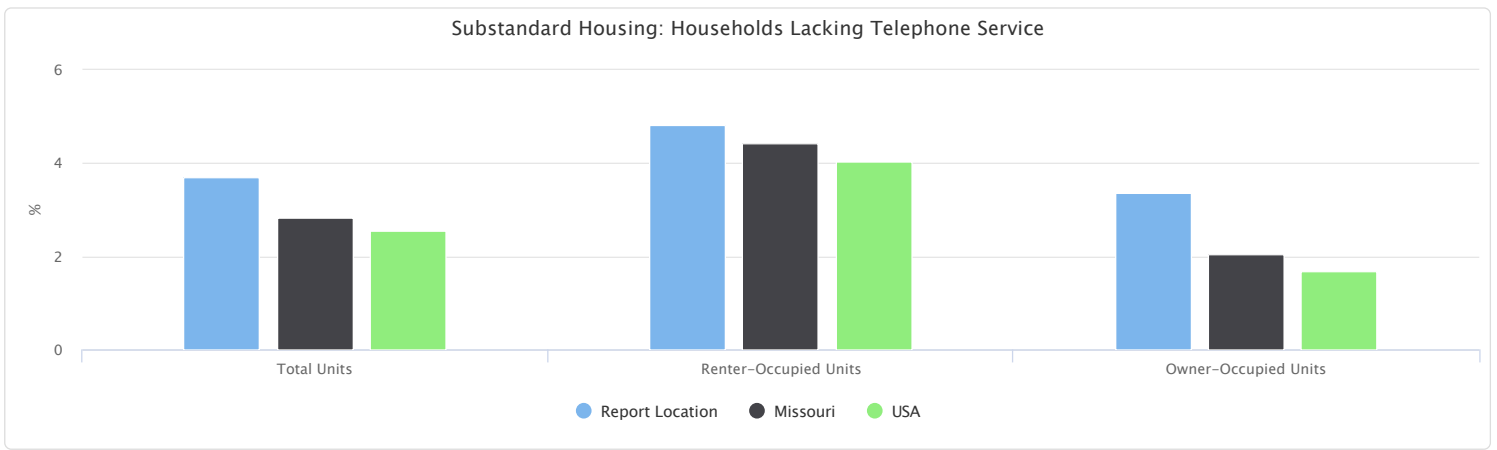
Report Area	Total Occupied Housing Units	Housing Units Lacking Complete Kitchen Facilities	Housing Units Lacking Complete Kitchen Facilities, Percent
Report Location	69,476	2,058	2.96%
Camden County, MO	41,296	777	1.88%
Miller County, MO	12,765	376	2.95%
Morgan County, MO	15,415	905	5.87%
Missouri	2,738,774	103,597	3.78%
USA	134,054,899	3,806,611	2.84%



Substandard Housing: Households Lacking Telephone Service

A telephone must be in working order and service available in the house, apartment, or mobile home that allows the respondent to both make and receive calls. Households that have cell-phones (no land-line) are counted as having telephone service available. Households whose service has been discontinued for nonpayment or other reasons are not counted as having telephone service available.

Report Area	Total Housing Units Lacking Telephone Service	Total Housing Units Lacking Telephone Service	Owner-Occupied Units Lacking Telephone Service	Owner-Occupied Units Lacking Telephone Service	Renter-Occupied Units Lacking Telephone Service	Renter-Occupied Units Lacking Telephone Service
Report Location	1,250	3.71%	869	3.37%	381	4.81%
Camden County, MO	474	2.89%	369	2.9%	105	2.86%
Miller County, MO	504	5.36%	338	4.75%	166	7.26%
Morgan County, MO	272	3.45%	162	2.74%	110	5.58%
Missouri	67,355	2.84%	32,425	2.05%	34,930	4.43%
USA	2,996,352	2.55%	1,267,616	1.69%	1,728,736	4.04%

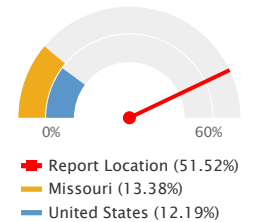


Housing - Vacant Housing

This indicator reports the number and percentage of housing units that are vacant. A housing unit is considered vacant by the American Community Survey if no one is living in it at the time of interview. Units occupied at the time of interview entirely by persons who are staying two months or less and who have a more permanent residence elsewhere are considered to be temporarily occupied, and are classified as “vacant.”

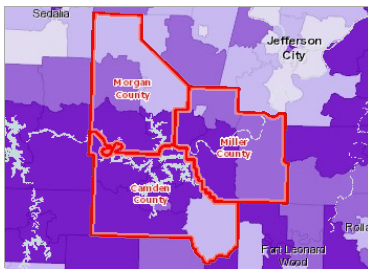
Report Area	Total Housing Units	Vacant Housing Units	Vacant Housing Units, Percent
Report Location	69,476	35,796	51.52%
Camden County, MO	41,296	24,907	60.31%
Miller County, MO	12,765	3,357	26.3%
Morgan County, MO	15,415	7,532	48.86%
Missouri	2,738,774	366,412	13.38%
USA	134,054,899	16,338,662	12.19%

Vacant Housing Units, Percent



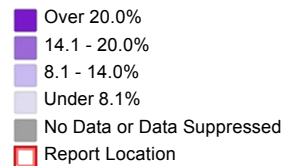
Note: This indicator is compared to the state average.

Data Source: US Census Bureau, American Community Survey, 2012-16. Source geography: Tract



[View larger map](#)

Vacant Housing Units, Percent by Tract, ACS 2012-16

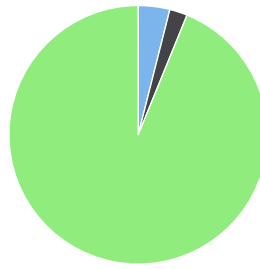


Vacant Housing Units by Housing Market Classification, Total

Report Area	Vacant Housing Units, for Sale	Vacant Housing Units, for Rent	Vacant Housing Units, for Other Use
Report Location	1,411	798	33,587
Camden County, MO	802	491	23,614
Miller County, MO	168	175	3,014
Morgan County, MO	441	132	6,959
Missouri	45,795	67,806	252,811
USA	2,032,749	3,472,540	10,833,373

Vacant Housing Units by Housing Market Classification, Total

Report Location

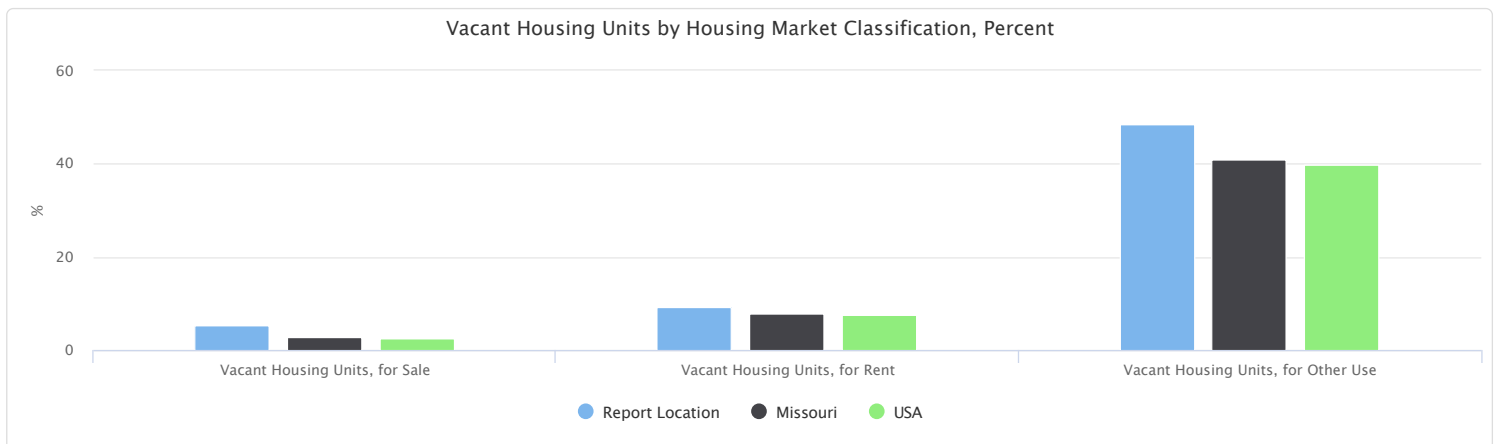


● Vacant Housing Units, for Sale ● Vacant Housing Units, for Rent ● Vacant Housing Units, for Other Use

Vacant Housing Units by Housing Market Classification, Percent

Report Area	Vacant Housing Units, for Sale	Vacant Housing Units, for Rent	Vacant Housing Units, for Other Use
Report Location	5.19%	9.15%	48.41%
Camden County, MO	5.93%	11.81%	48.67%
Miller County, MO	2.3%	7.11%	47.31%
Morgan County, MO	6.94%	6.28%	48.02%
Missouri	2.81%	7.93%	40.83%
USA	2.64%	7.5%	39.87%

Vacant Housing Units by Housing Market Classification, Percent



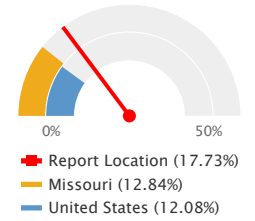
Insurance - Uninsured Adults

The lack of health insurance is considered a *key driver* of health status.

This indicator reports the percentage of adults age 18 to 64 without health insurance coverage. This indicator is relevant because lack of insurance is a primary barrier to healthcare access including regular primary care, specialty care, and other health services that contributes to poor health status.

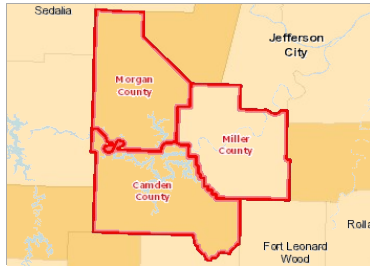
Report Area	Total Population Age 18 - 64	Population with Medical Insurance	Percent Population With Medical Insurance	Population Without Medical Insurance	Percent Population Without Medical Insurance
Report Location	49,773	40,946	82.27%	8,827	17.73%
Camden County, MO	24,685	20,373	82.53%	4,312	17.47%
Miller County, MO	14,395	12,081	83.92%	2,314	16.08%
Morgan County, MO	10,693	8,492	79.42%	2,201	20.58%
Missouri	3,615,438	3,151,069	87.16%	464,369	12.84%
USA	194,808,251	171,274,851	87.92%	23,533,400	12.08%

Percent Population Age 18-64 Without Medical Insurance



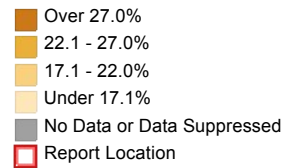
Note: This indicator is compared to the state average.

Data Source: US Census Bureau, *Small Area Health Insurance Estimates*. 2016. Source geography: County



[View larger map](#)

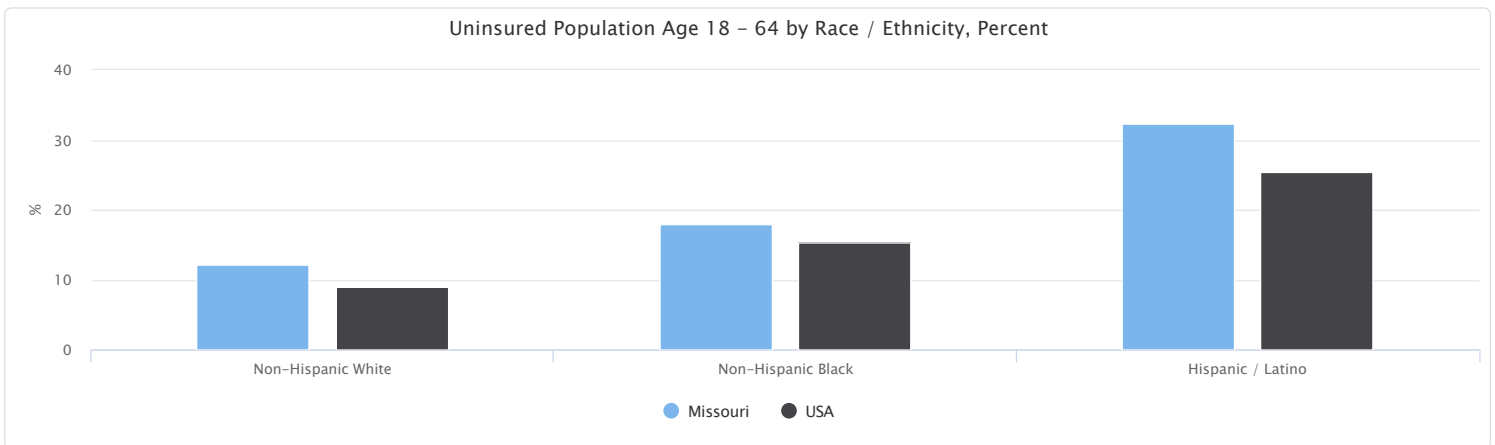
Uninsured Population, Age 18-64, Percent by County, SAHIE 2016



Uninsured Population Age 18 - 64 by Race / Ethnicity, Percent

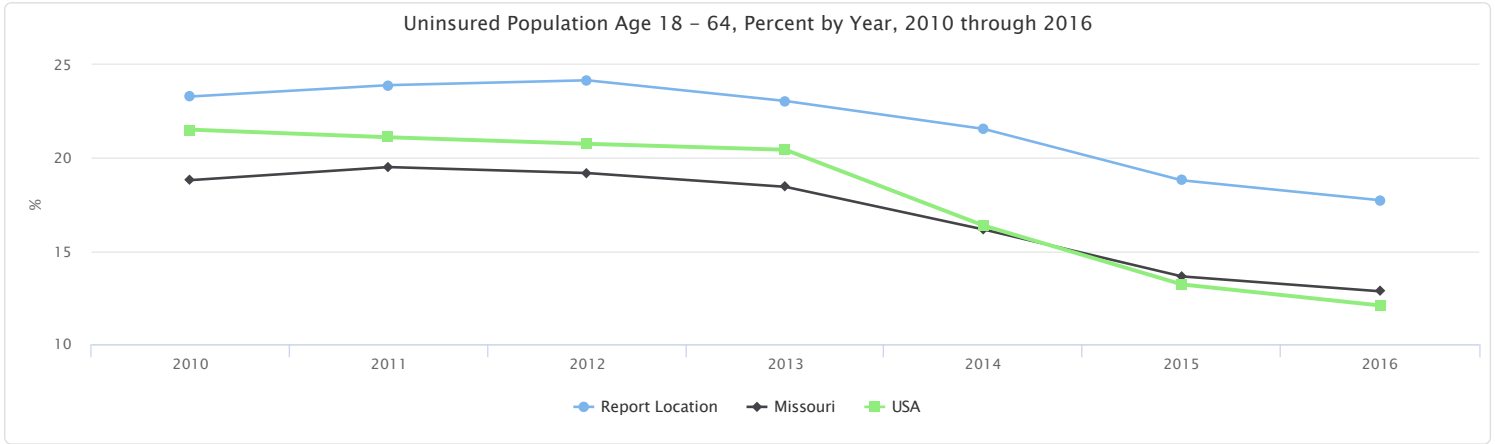
Report Area	Non-Hispanic White	Non-Hispanic Black	Hispanic / Latino
Missouri	12.07%	17.87%	32.3%
USA	8.93%	15.42%	25.48%

Note: No county data available. See data source and methodology for more details.



Uninsured Population Age 18 - 64, Percent by Year, 2010 through 2016

Report Area	2010	2011	2012	2013	2014	2015	2016
Report Location	23.3%	23.91%	24.17%	23.06%	21.56%	18.8%	17.73%
Camden County, MO	21.9%	22.1%	23.3%	21.9%	20.3%	18.5%	17.5%
Miller County, MO	22.9%	24.9%	23.4%	22.2%	21%	17.3%	16.1%
Morgan County, MO	27.1%	26.6%	27.1%	26.8%	25.1%	21.7%	20.6%
Missouri	18.81%	19.51%	19.19%	18.45%	16.16%	13.64%	12.84%
USA	21.52%	21.11%	20.76%	20.44%	16.37%	13.21%	12.08%



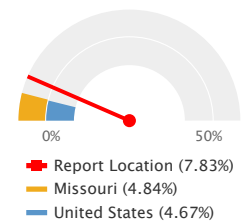
Insurance - Uninsured Children

The lack of health insurance is considered a *key driver* of health status.

This indicator reports the percentage of children under age 19 without health insurance coverage. This indicator is relevant because lack of insurance is a primary barrier to healthcare access including regular primary care, specialty care, and other health services that contributes to poor health status.

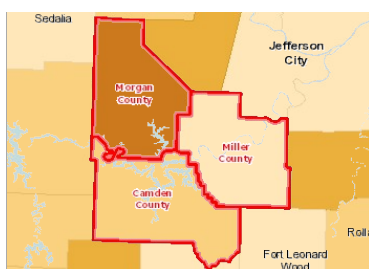
Report Area	Total Population Under Age 19	Population with Medical Insurance	Percent Population With Medical Insurance	Population Without Medical Insurance	Percent Population Without Medical Insurance
Report Location	18,917	17,435	92.17%	1,482	7.83%
Camden County, MO	8,275	7,660	92.57%	615	7.43%
Miller County, MO	6,113	5,771	94.41%	342	5.59%
Morgan County, MO	4,529	4,004	88.41%	525	11.59%
Missouri	1,424,500	1,355,500	95.16%	69,000	4.84%
USA	76,219,054	72,659,457	95.33%	3,559,597	4.67%

Percent Population Under Age 19 Without Medical Insurance



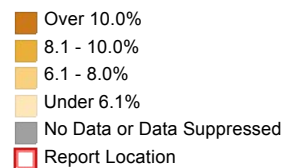
Note: This indicator is compared to the state average.

Data Source: US Census Bureau, *Small Area Health Insurance Estimates*. 2016. Source geography: County



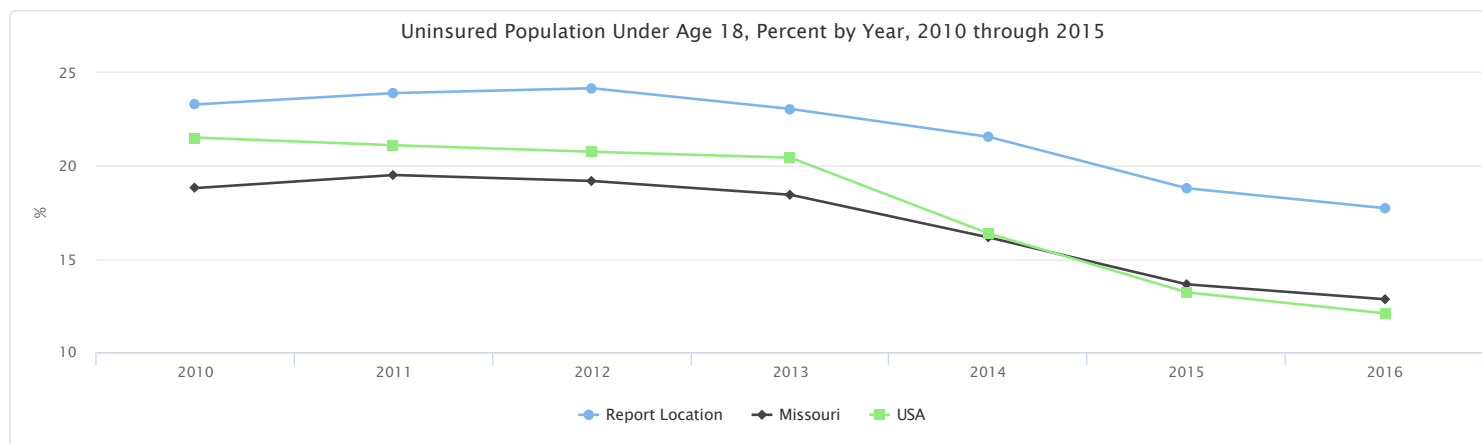
[View larger map](#)

Uninsured Population, Age 0-18, Percent by County, SAHIE 2016



Uninsured Population Under Age 18, Percent by Year, 2010 through 2015

Report Area	2010	2011	2012	2013	2014	2015	2016
Report Location	23.3%	23.91%	24.17%	23.06%	21.56%	18.8%	17.73%
Camden County, MO	21.9%	22.1%	23.3%	21.9%	20.3%	18.5%	17.5%
Miller County, MO	22.9%	24.9%	23.4%	22.2%	21%	17.3%	16.1%
Morgan County, MO	27.1%	26.6%	27.1%	26.8%	25.1%	21.7%	20.6%
Missouri	18.81%	19.51%	19.19%	18.45%	16.16%	13.64%	12.84%
USA	21.52%	21.11%	20.76%	20.44%	16.37%	13.21%	12.08%



Prepared by allthingsmissouri.org, 7/16/2018

Appendix G



Affordable Housing Taskforce Impacts

Ripple Effects Mapping Results



Lake of the Ozarks
Regional Economic Development Council
Quality Life. Quality Business.

Presented by:
Michele Kroll, EdSp, MS
Community Economic
Development Specialist
1/28/2019



Introduction

The Lake of the Ozarks Regional Housing Study by an outside firm represents an in-depth study of the housing conditions of three counties that constitute the Lake of the Ozarks Regional Economic Development Council (LOREDC) service area. The Housing Study was designed to be a strategic and frequently used road map to identify and meet current and future housing priorities. After the study was completed, an affordable housing task force formed around these issues to prioritize specific needs. The first year focused on education to have a more in-depth understanding of housing issues and resources.

Committees:

- Investment in Housing Stock
- Workforce Development- Increasing Building Trades
- Increase Affordable Housing Stock (all housing unit types)
- Locating Financial Capital

Housing Profile

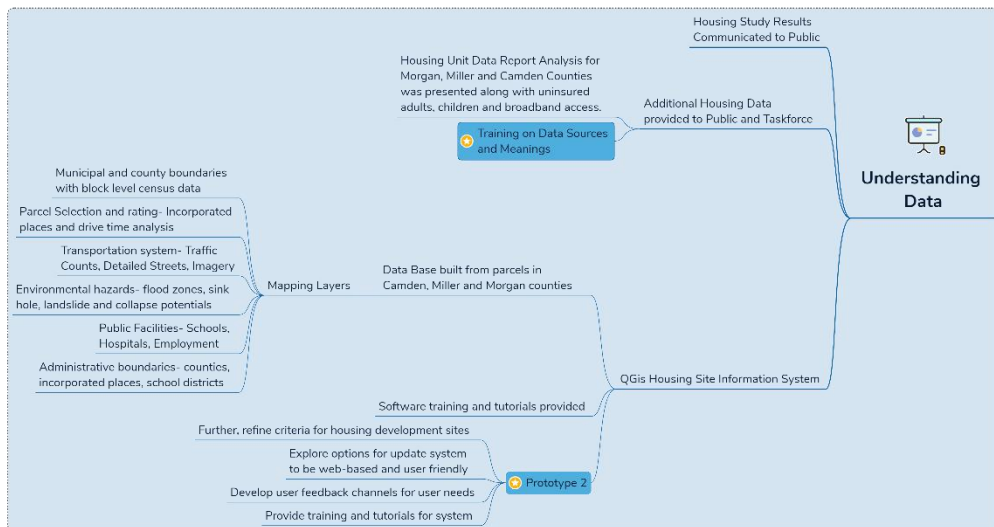
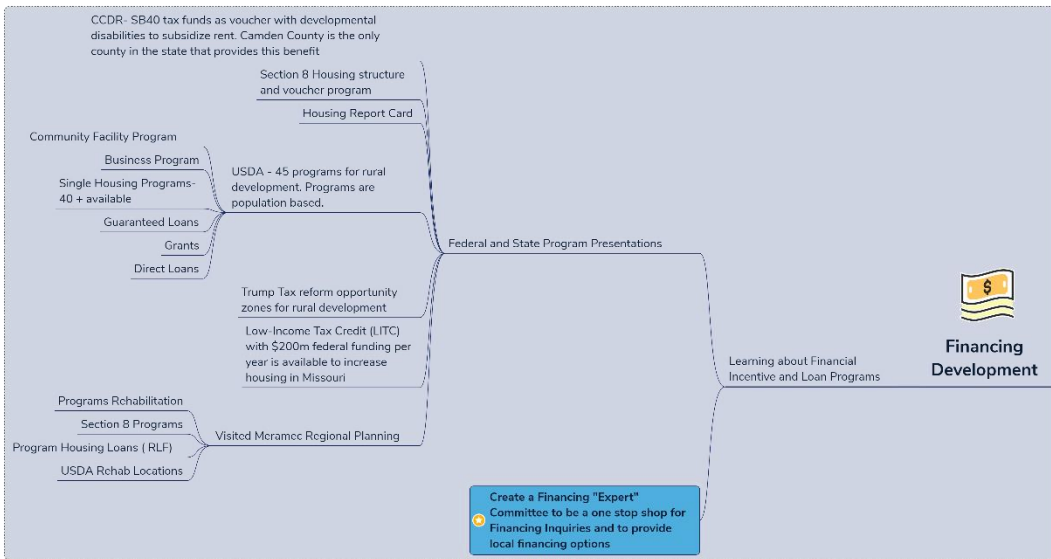
The three counties in the LOREDC region are Camden, Morgan and Miller, all three are classified as Rural using the Office of Management and Budget guidelines. Camden with a 2017 population of 45,632 is the most populous Rural County in Missouri and has experienced double digit population growth every decade since 1970, total population increased 242.7% (+32,317). During the same period Morgan's population increased 100.1% from 10,068 to 20,145 and Miller added 10,202 for a 67.9% growth rate. These counties accounted for 36.9% of the total population growth in the 59 + rural counties in Missouri between 1970 and 2017. Population growth has primarily been the result of retiree migration.

While the LOREDC population increased 136.9% the housing stock increased 209.1% adding 47,001 new units. The dramatic growth in housing demand created many challenges for local governments as they sought to accommodate the need for land and manage growth. Exacerbating the problem is the extraordinary proportion of housing that is vacant for seasonal use. In 2016 the American Community Survey reports 43.5% of the housing stock is in this category, the 30,226 seasonal use units account for 32.2% of the Statewide total of 93,788. The demand for housing also resulted in high housing costs with median housing values 63.4% higher than the median for all rural counties. Renting is also expensive with Camden County having the highest median rent when compared with all rural counties; Miller is ranked five and Morgan fourteen.

Ripple Effects Mapping

- ▶ REM is a useful tool for impact analysis of complex community collaborations. Compared with other methods, it is straightforward, cost effective, and, most important, has the potential to generate further movement towards group, organizational, or community goals.
 - ▶ REM was used to explore the impacts of the affordable housing task force committees.
 - ▶ Potential gaps and goals were identified.
 - ▶ The technique successfully documents both intended and unintended effects of a project.
 - ▶ REM lets participants describe the connections they have built, as well as what the connections led to.
 - ▶ Community stakeholders visually map the "performance story."
 - ▶ REM employs elements of appreciative inquiry, mind mapping, and qualitative data analysis.
- Affordable Housing Taskforce Committee members and partners participating:
- ▶ Survey Interviews n=19
 - ▶ Ripple Mapping n=10

REM Mapping Results



★ Indicate potential action steps committee can implement in 2019.



Awareness

Individuals and Organizations sharing knowledge on housing issues

Meetings with Municipalities to look at housing issues

Laurie is developing new housing lots in the \$150,00-\$175,000 range.

Osage Beach is looking at TIFS.

Village of Four Seasons is looking at Commercial Options and they have incentivized lots and parcels to reduce HOA. Water Systems are available.

Versailles is looking to expand industrial development to add housing for workforce.



Affordable Housing Taskforce Impacts

Develop Housing Profile for Municipalities and identify possible Solutions



New Collaborations and Partnerships



Affordable Housing Taskforce Impacts

Camden County Developmental Disability Resources (CCDDR)

Hosted State Housing Conference

Over 100 in attendance

Developers interested in Universal Design

Investigation of the creation of a Community Development Corporation (CDC) for housing and support services

★ Development of a CDC

Lake Area Realtors

Presented real estate trends and housing report

Housing Inventory Report

Financing development needs

★ Continue Cultivating Relationships

Building Private/ Public Partnerships

Gaining Organizational Commitments for Continued Efforts



Setting Goals



Affordable
Housing
Taskforce Impacts

Housing Study Guided Taskforce Goals

4 Main Goals Determined

Investment in Housing Stock

Workforce Development to
include Building Trades

Increase Affordable Housing Stock

Financial Capital

Volunteer Committee Formed- Meet Quarterly

Sub-Committees meet on
their own

Education Focused First Year

Implementation Focused 2019

★ **Revising and Identifying Goals**

★ **Develop Strategic Plan**

★ **Articulate Measurable Goals**

CCDR- SB40 tax funds as voucher with developmental disabilities to subsidize rent. Camden County is the only county in the state that provides this benefit

Section 8 Housing structure and voucher program

Housing Report Card

Community Facility Program

Business Program

Single Housing Programs- 40 + available

Guaranteed Loans

Grants

Direct Loans

USDA - 45 programs for rural development. Programs are population based.

Federal and State Program Presentations

Trump Tax reform opportunity zones for rural development

Low-Income Tax Credit (LITC) with \$200m federal funding per year is available to increase housing in Missouri

Learning about Financial Incentive and Loan Programs



Financing Development

Programs Rehabilitation

Section 8 Programs

Program Housing Loans (RLF)

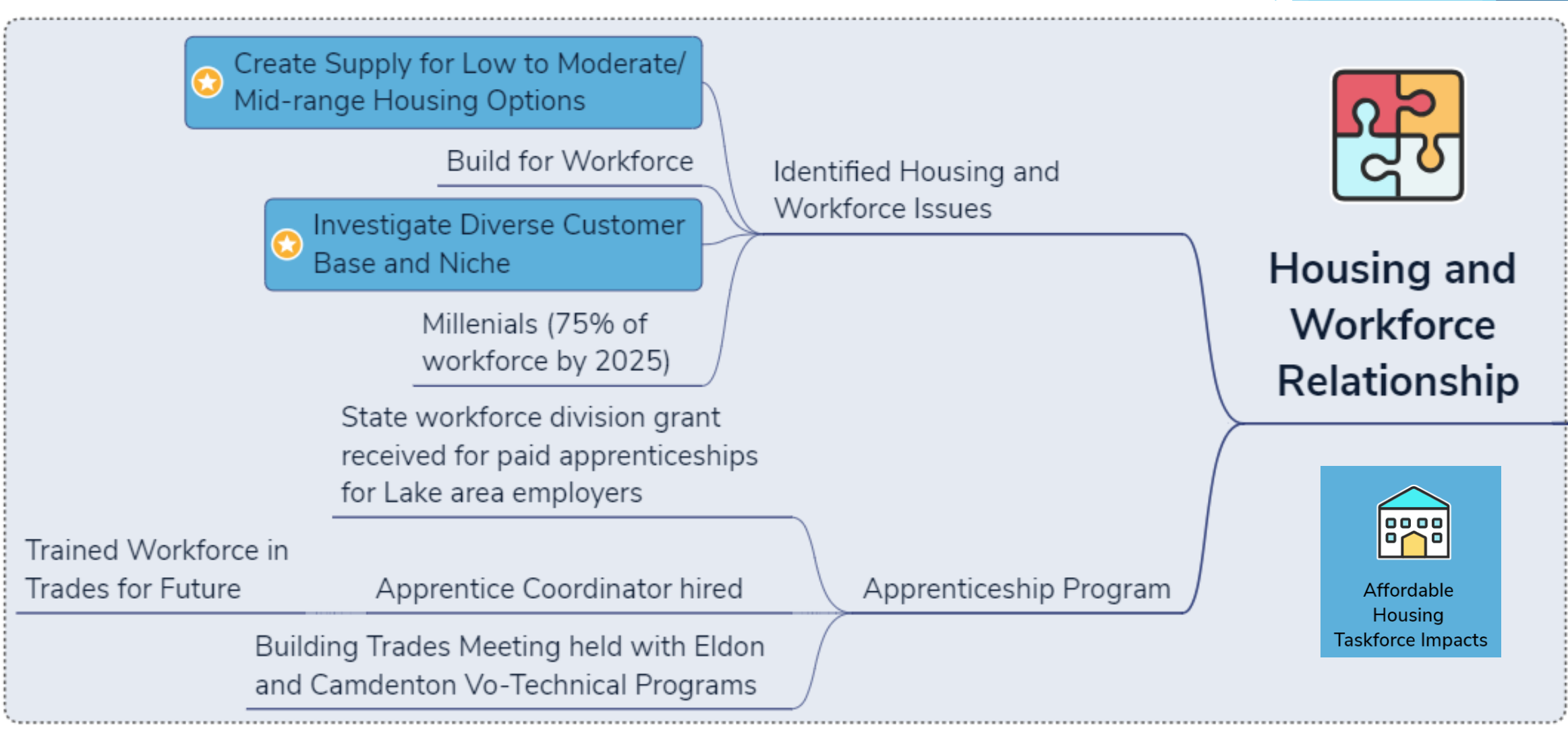
USDA Rehab Locations

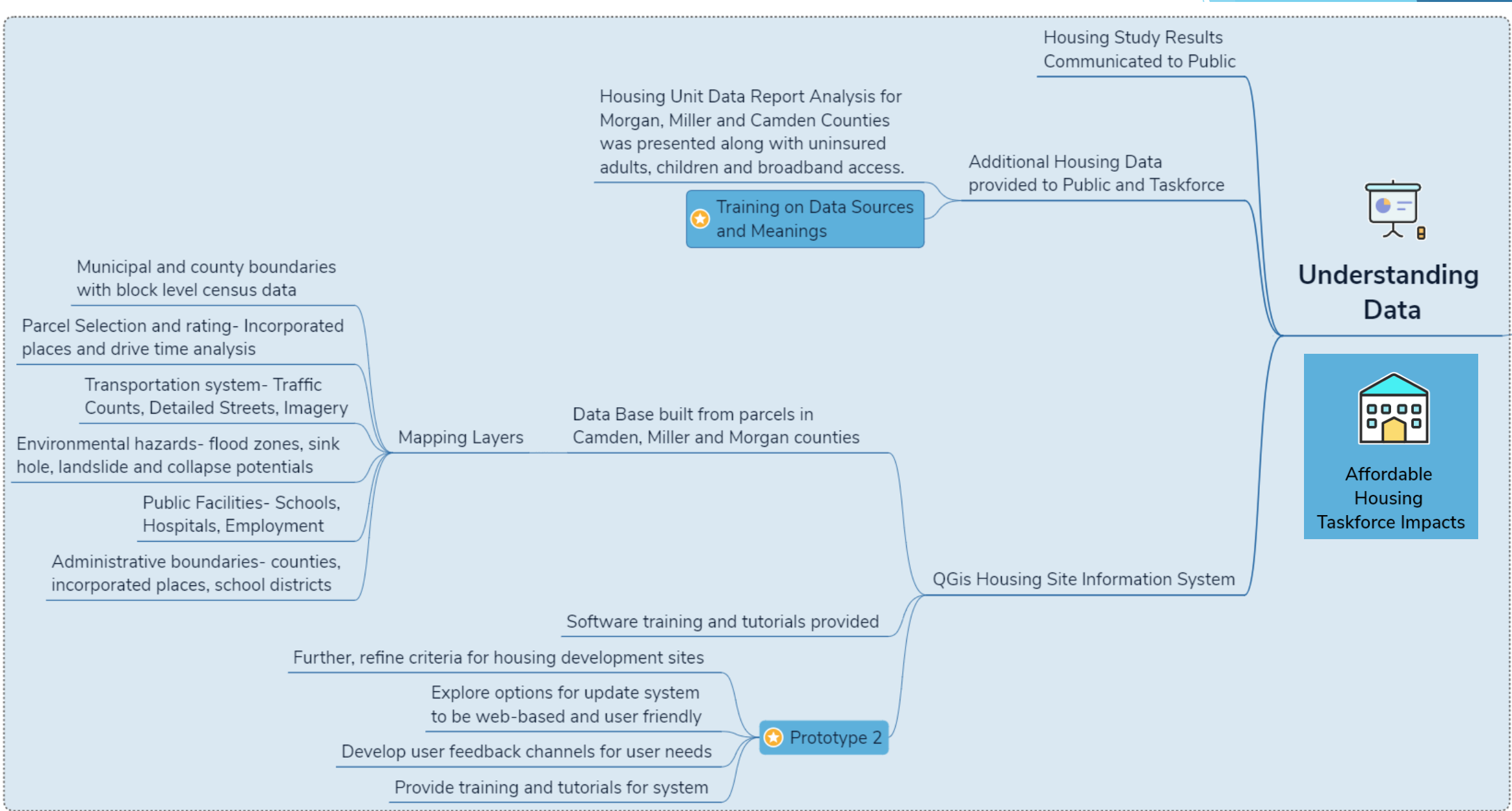
Visited Meramec Regional Planning

Create a Financing "Expert" Committee to be a one stop shop for Financing Inquiries and to provide local financing options



Affordable Housing Taskforce Impacts





Community Capitals



Natural- The quality and quantity of natural and environmental resources existing in a community.

Political- The ability to influence and enforce rules, regulations, and standards. Access to individuals and groups with the power to influence decisions. Participating in civic discourse on difficult public issues.

Social- Connections existing among people and organizations that help make things happen in the community.

Human- Attributes of individuals that provide them with the ability to earn a living, strengthen community, and otherwise contribute to community organizations, to their families, and to self-improvement (Flora et. al, 2004).

Cultural- The values, norms, beliefs and traditions that people inherit from family, school and community.

Financial- The variety of financial resources available to invest in local projects or economic development initiatives. Efforts to build wealth to support community development activities.

Built- Assets include infrastructure that supports the community.

The Community Capitals Framework helps communities to conceptualize a community system in a way that leads to effective community and economic decision-making and sustainable development. Strong and resilient communities strive for balanced investments in all seven capitals. If communities place too much emphasis on one or two capitals, then growth can be suppressed in other capitals.

Community Capitals Coding



natural



cultural



human



social



political



financial



built

Capitals	Natural	Cultural	Human	Social	Political	Financial	Built
Collaborations/ Partnerships			X	X	X		
Develop Community Housing Profiles		X		X	X		
Develop CDC		X	X	X	X	X	X
Develop Strategic Plan				X			
Financing Committee				X		X	X
Create Housing Supply				X		X	X
Investigate Customer Base	X	X	X	X			
Provide Data Resources Training				X	X		
Develop Prototype 2	X			X	X		X

*Coding = REM potential actionable goals that were identified

Next Steps

The task force is committed to moving from education to implementation for 2019 committee work.

Some important milestones identified include:

- Forming a CDC
- Refining the GIS Housing Site Information System
- Securing Local Financial Capital Channels
- Create Supply for low to moderate and mid-range housing
- Continue cultivating collaborative partnerships

ACKNOWLEDGEMENTS

We would like to thank housing task force members who volunteer their time to make a difference in the quality of life for the tri-county population and the many individuals, organizations and communities who willingly collaborate and partner to move projects forward.



For information regarding this report:

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- Beaulieu, B. 2014. Promoting Community Vitality and Sustainability: The Community Capitals Framework. Purdue University. Retrieved by:
<https://www.pcrd.purdue.edu/files/media/CommunityCapitals-Framework-Writeup-Oct-2014.pdf>
- Chazdon, S., Emery, M., Hansen, D., Higin, L., & Sero, Rebecca. 217. A Field Guide to Ripple Effects Mapping. University of Minnesota. Retrieved by:
<https://conservancy.umn.edu/handle/11299/190639>

Support Coordination Report

March 2021

Client Caseloads

- Number of Caseloads as of March 31st, 2021: 324
- Budgeted Number of Caseloads: 330
- Pending Number of New Intakes: 3
- Medicaid Eligibility: 86.42%

Caseload Counts

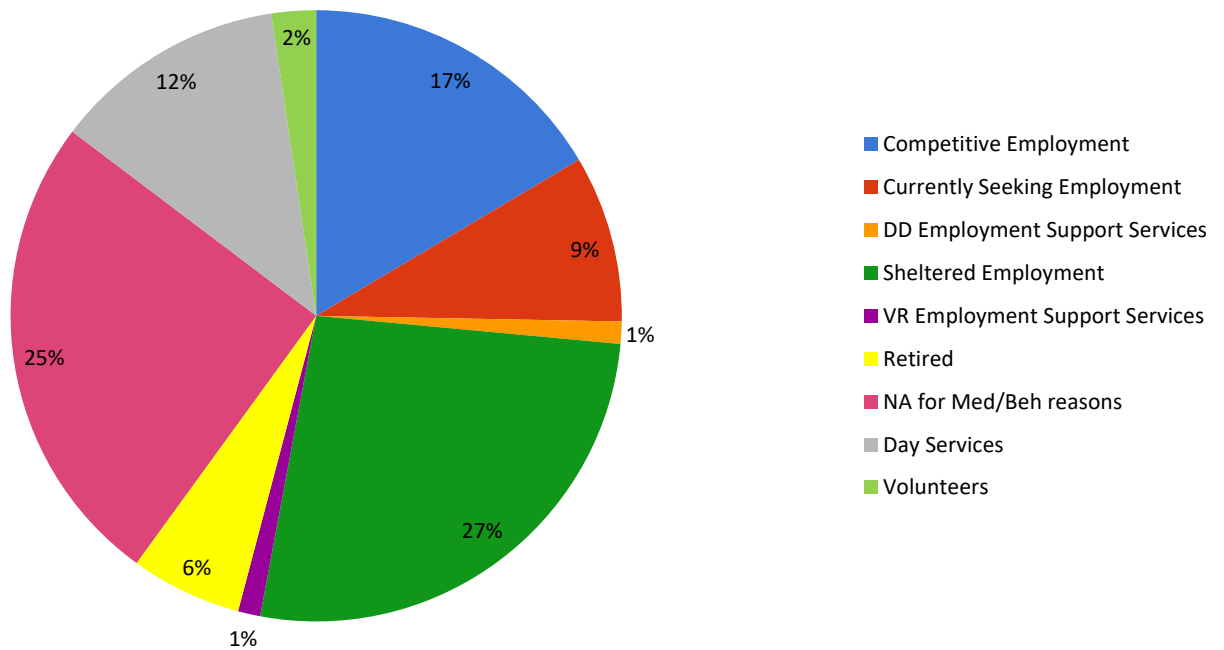
Cynthia Brown – 32
Elizabeth Chambers - 35
Stephanie Enoch – 28
Teri Guttman - 29
Micah Joseph – 3
Jennifer Lyon – 34
Annie Meyer – 37
Christina Mitchell - 36
Mary Petersen – 35
Patricia Strouse - 30
Jami Weisenborn - 25

Employment Report

	Competitive Employment	Currently Seeking Employment	DD Employment Support Services	Sheltered Employment	VR Employment Support Services	Retired	NA for Med/Beh reasons	Day Services	Volunteers
Agency Adults	28	15	2	45	2	10	43	21	4

Total by Support Coordinator									
Guttman	2	3	1	5	0	6	5	6	1
Brown	5	0	0	0	0	0	0	0	0
Enoch	1	2	0	6	0	0	13	1	2
Lyon	2	0	1	7	1	1	6	4	1
Meyer	8	3	0	4	0	1	1	0	0
Chambers	3	4	0	6	0	0	3	3	0
Peterson	2	0	0	7	0	1	6	4	0
Joseph	0	1	0	0	0	0	1	0	0
Weisenborn	1	1	0	4	1	1	3	1	0
Strouse	4	1	0	6	0	0	5	2	0
Mitchell	6	2	0	6	5	1	4	1	0

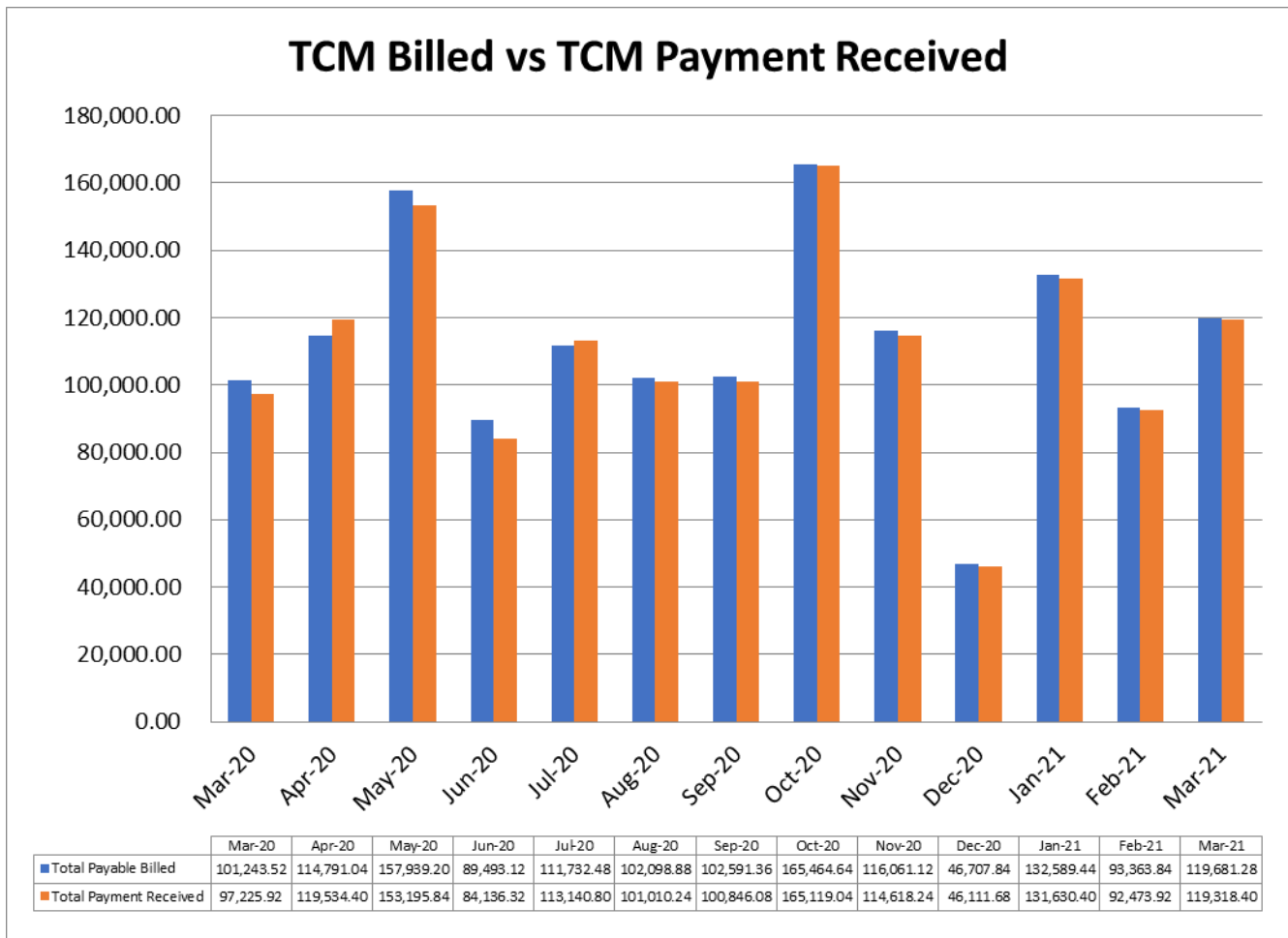
CCDDR Adults employment status as of March 31, 2020



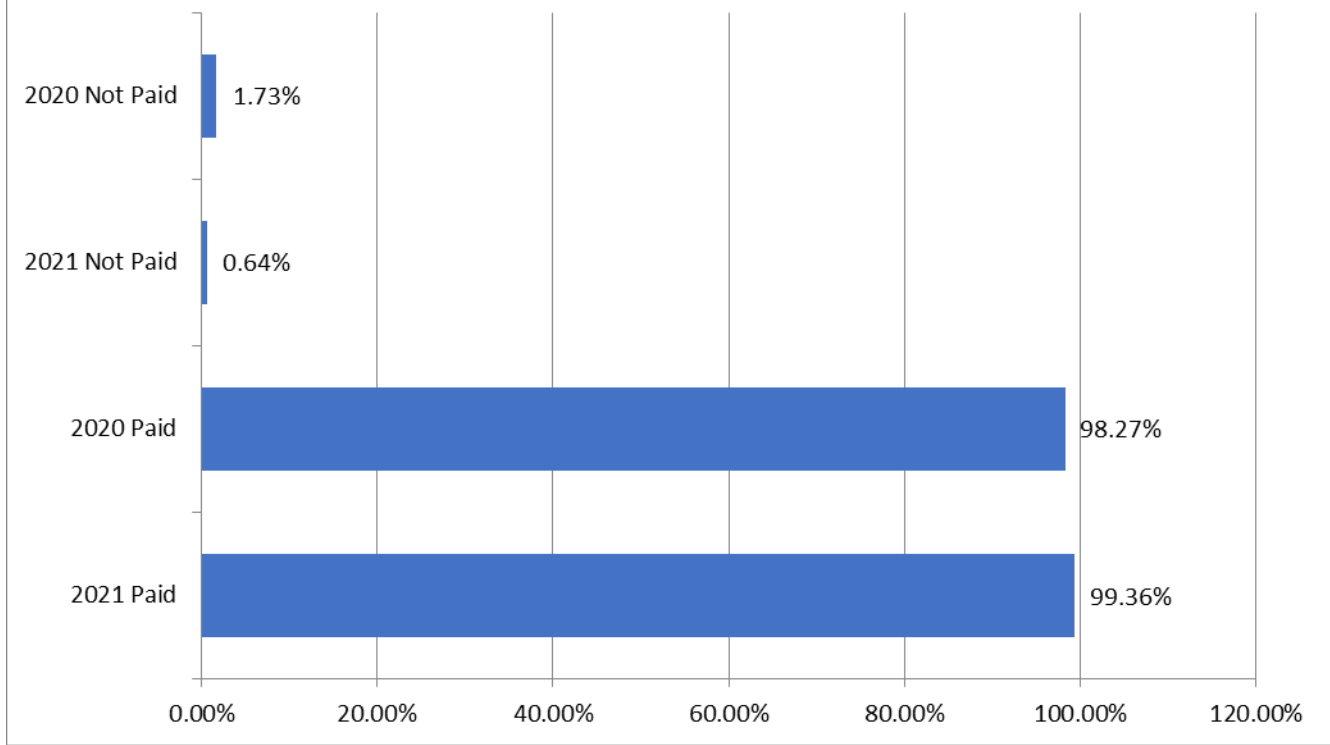
Agency Economic
Report
(Unaudited)

March 2021

Targeted Case Management Income



2021 vs 2020 Percentage Comparison Medicaid Billed vs Medicaid Paid



Budget vs. Actuals: FY 2021 Budget - FY21 P&L Departments

March 2021

	SB 40 Tax			Services		
	Actual	Budget	Variance	Actual	Budget	Variance
Income						
4000 SB 40 Tax Income	32,853	32,219	634			0
4500 Services Income			0	131,596	117,970	13,626
Total Income	32,853	32,219	634	131,596	117,970	13,626
Gross Profit	32,853	32,219	634	131,596	117,970	13,626
Expenses						
5000 Payroll & Benefits			0	89,560	101,432	(11,872)
5100 Repairs & Maintenance			0	103	900	(797)
5500 Contracted Business Services			0	6,113	7,005	(892)
5600 Presentations/Public Meetings			0		147	(147)
5700 Office Expenses			0	2,283	4,445	(2,162)
5800 Other General & Administrative			0	461	8,312	(7,851)
5900 Utilities			0	609	900	(291)
6100 Insurance			0	1,587	1,900	(313)
6700 Partnership for Hope	3,606	4,110	(504)			0
6900 Direct Services	1,689	7,270	(5,581)			0
7100 Housing Programs	5,108	6,067	(959)			0
7200 Children's Programs	14,273	20,050	(5,777)			0
7300 Sheltered Employment Programs	12,221	25,650	(13,429)			0
7500 Community Employment Programs		50	(50)			0
7600 Community Resources		7,735	(7,735)			0
7900 Special/Additional Needs	139	4,934	(4,795)			0
Total Expenses	37,036	75,866	(38,830)	100,715	125,041	(24,326)
Net Operating Income	(4,182)	(43,647)	39,465	30,880	(7,071)	37,951
Other Expenses						
8500 Depreciation			0	4,733	3,475	1,258
Total Other Expenses	0	0	0	4,733	3,475	1,258
Net Other Income	0	0	0	(4,733)	(3,475)	(1,258)
Net Income	(4,182)	(43,647)	39,465	26,148	(10,546)	36,694

Budget Variance Report

Total Income: In March, SB 40 Tax Revenues were slightly higher than projected, and Services Program income was higher than projected.

Total Expenses: In March, SB 40 Tax program expenses were lower than budgeted expectations in all categories. It should be noted the OATS transportation invoices (codes 7300 & 7600) had not been received and/or recorded at the time the financial reports were generated. Please also note Special/Additional Needs Expenses are lower because Medicaid Spend-down payments are still being waived during the extended COVID-19 emergency. Services Program expenses are lower than budgeted in all categories except Depreciation, which is due to adjustments made to the depreciation schedule. Please note there are additional Services expenses/invoices that were not received/recorded at the time the financial reports were generated.

Budget vs. Actuals: FY 2021 Budget - FY21 P&L Departments

January - March, 2021

	SB 40 Tax			Services		
	Actual	Budget	Variance	Actual	Budget	Variance
Income						
4000 SB 40 Tax Income	954,972	930,057	24,915			0
4500 Services Income			0	400,913	353,914	46,999
Total Income	954,972	930,057	24,915	400,913	353,914	46,999
Gross Profit	954,972	930,057	24,915	400,913	353,914	46,999
Expenses						
5000 Payroll & Benefits			0	285,767	304,296	(18,529)
5100 Repairs & Maintenance			0	1,219	2,700	(1,481)
5500 Contracted Business Services			0	19,448	22,175	(2,727)
5600 Presentations/Public Meetings			0	38	441	(403)
5700 Office Expenses			0	9,040	13,335	(4,295)
5800 Other General & Administrative			0	12,133	15,666	(3,533)
5900 Utilities			0	3,709	2,700	1,009
6100 Insurance			0	4,761	5,700	(939)
6700 Partnership for Hope	7,400	12,330	(4,930)			0
6900 Direct Services	25,649	21,811	3,838			0
7100 Housing Programs	16,512	18,201	(1,689)			0
7200 Children's Programs	46,611	60,150	(13,539)			0
7300 Sheltered Employment Programs	48,728	76,950	(28,222)			0
7500 Community Employment Programs		150	(150)			0
7600 Community Resources	4,090	23,205	(19,115)			0
7900 Special/Additional Needs	2,841	14,537	(11,696)			0
Total Expenses	151,832	227,334	(75,502)	336,115	367,013	(30,898)
Net Operating Income	803,140	702,723	100,417	64,798	(13,099)	77,897
Other Expenses						
8500 Depreciation			0	13,533	10,425	3,108
Total Other Expenses	0	0	0	13,533	10,425	3,108
Net Other Income	0	0	0	(13,533)	(10,425)	(3,108)
Net Income	803,140	702,723	100,417	51,264	(23,524)	74,788

Budget Variance Report

Total Income: As of March, YTD SB 40 Tax Revenues were higher than projected, and Services Program income was higher than budgeted. CCDDR had budgeted for 27 billing periods in 2020; however, the 27th billing period was not billed because income was higher than originally projected for the previous 26 periods; therefore, there is an extra billing period for January, which was not budgeted.

Total Expenses: As of March, overall YTD SB 40 Tax program expenses were lower than budgeted expectations. Direct Services were higher than budgeted due to the additional billing period for non-Medicaid TCM services. It should be noted the OATS transportation invoices (codes 7300 & 7600) for February and March had not been received and/or recorded at the time the financial reports were generated. Please also note Special/Additional Needs Expenses are lower because Medicaid Spend-down payments are still being waived during the extended COVID-19 emergency. Overall Services Program expenses are lower than projected. Utilities were higher than budgeted because the Keystone utility bill reimbursements had not yet been received from OATS by month-end, and Depreciation expenses are higher than budgeted due to adjustments made to the depreciation schedule. Please note there are additional Services expenses/invoices that were not received/recorded at the time the financial reports were generated.

Balance Sheet

As of March 31, 2021

	SB 40 Tax	Services
ASSETS		
Current Assets		
Bank Accounts		
1000 Bank Accounts		
1005 SB 40 Tax Bank Accounts		
1010 SB 40 Tax Account (County Tax Funds) - First Nat'l Bank	0	0
1015 SB 40 Tax Reserve Account (County Tax Funds) - Central Bank	229	
1020 SB 40 Tax Certificate of Deposit	0	
1025 SB 40 Tax - Bank of Sullivan	1,462,014	0
1030 SB 40 Tax Reserve - Bank of Sullivan	0	
Total 1005 SB 40 Tax Bank Accounts	1,462,243	0
1050 Services Bank Accounts		
1055 Services Account - Oak Star Bank (Formerly 1st Nat'l Bank)	0	0
1060 Services Certificate of Deposit		0
1075 Services Account - Bank of Sullivan		195,582
Total 1050 Services Bank Accounts	0	195,582
Total 1000 Bank Accounts	1,462,243	195,582
Total Bank Accounts	1,462,243	195,582
Accounts Receivable		
1200 Services		
1210 Medicaid Direct Service		119,318
1215 Non-Medicaid Direct Service		36,158
1220 Ancillary Services		6,575
Total 1200 Services	0	162,052
1300 Property Taxes		
1310 Property Tax Receivable	1,054,744	
1315 Allowance for Doubtful Accounts	(19,183)	
Total 1300 Property Taxes	1,035,561	0
Total Accounts Receivable	1,035,561	162,052
Other Current Assets		
1389 BANK ERROR Claim Confirmations (A/R)	0	0
1399 TCM Remittance Advices (In-Transit Payments)	0	0
1400 Other Current Assets		
1410 Other Deposits	0	
1430 Deferred Outflows Related to Pensions		73,039
1435 Net Pension Asset (Liability)		(28,174)
Total 1400 Other Current Assets	0	44,865
1450 Prepaid Expenses		0
1455 Prepaid-Insurance	0	16,190
Total 1450 Prepaid Expenses	0	16,190
Total Other Current Assets	0	61,055
Total Current Assets	2,497,805	418,689
Fixed Assets		
1500 Fixed Assets		
1510 100 Third Street Land		47,400
1511 Keystone Land		14,000

1520 100 Third Street Building		431,091
1521 Keystone		163,498
1525 Accumulated Depreciation - 100 Third Street		(169,890)
1526 Accumulated Depreciation - Keystone		(29,891)
1530 100 Third Street Remodeling		164,157
1531 Keystone Remodeling		130,471
1532 Osage Beach Office Remodeling (Leased Space)		4,225
1535 Acc Dep - Remodeling - 100 Third Street		(70,523)
1536 Acc Dep - Remodeling - Keystone		(12,575)
1537 Acc Dep - Remodeling - Osage Beach Office		(3,479)
1540 Equipment		123,894
1545 Accumulated Depreciation - Equipment		(51,225)
1550 Vehicles		6,740
1555 Accumulated Depreciation - Vehicles		(6,740)
Total 1500 Fixed Assets	0	741,151
Total Fixed Assets	0	741,151
TOTAL ASSETS	2,497,805	1,159,840
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
1900 Accounts Payable	761	341
Total Accounts Payable	761	341
Other Current Liabilities		
2000 Current Liabilities		
2005 Accrued Accounts Payable	0	0
2006 DMH Payable	0	
2007 Non-Medicaid Payable	36,158	
2008 Ancillary Services Payable	6,575	
2010 Accrued Payroll Expense	0	0
2015 Accrued Compensated Absences	0	(2,157)
2025 Prepaid Services	0	
2030 Deposits	0	0
2050 Prepaid Tax Revenue	0	
2055 Deferred Inflows - Property Taxes	983,954	
2060 Payroll Tax Payable		0
2061 Federal W / H Tax Payable	0	0
2062 Social Security Tax Payable	0	317
2063 Medicare Tax Payable	0	0
2064 MO State W / H Tax Payable	0	72
2065 FFCRA Federal W/H Tax Credit		14
2066 FFCRA Health Insurance Credit		0
Total 2060 Payroll Tax Payable	0	403
2070 Payroll Clearing		
2071 AFLAC Pre-tax W / H	0	880
2072 AFLAC Post-tax W / H	0	121
2073 Vision Insurance W / H	0	(28)
2074 Health Insurance W / H	0	28
2075 Dental Insurance W / H	0	(408)
2076 Savings W / H		0
2078 Misc W / H		0
2079 Other W / H		0

Total 2070 Payroll Clearing	0	593
2090 Deferred Inflows		9,065
2091 Computer Lease Liability		68,771
2092 Current Portion of Lease Payable		10,116
2093 Less Current Portion of Lease Payable		(10,116)
Total 2000 Current Liabilities	1,026,687	76,674
Total Other Current Liabilities	1,026,687	76,674
Total Current Liabilities	1,027,448	77,015
Total Liabilities	1,027,448	77,015
Equity		
3000 Restricted SB 40 Tax Fund Balances		
3001 Operational	0	
3005 Operational Reserves	250,000	
3010 Transportation	20,000	
3015 New Programs	0	
3030 Special Needs	42,000	
3035 Childrens Programs	42,000	
3040 Sheltered Workshop	137,241	
3045 Traditional Medicaid Match	0	
3050 Partnership for Hope Match	0	
3055 Building/Remodeling/Expansion	0	
3065 Legal	0	
3070 TCM	133,920	
3075 Community Resource	0	
Total 3000 Restricted SB 40 Tax Fund Balances	625,161	0
3500 Restricted Services Fund Balances		
3501 Operational		47,233
3505 Operational Reserves		200,000
3510 Transportation		0
3515 New Programs		0
3530 Special Needs		0
3550 Partnership for Hope Match		0
3555 Building/Remodeling/Expansion		70,574
3560 Sponsorships		0
3565 Legal		0
3575 Community Resources		0
3599 Other		741,151
Total 3500 Restricted Services Fund Balances	0	1,058,958
3900 Unrestricted Fund Balances	25,944	(22,492)
3950 Prior Period Adjustment	0	0
3999 Clearing Account	30,410	(19,203)
Net Income	803,140	51,264
Total Equity	1,484,654	1,068,527
TOTAL LIABILITIES AND EQUITY	2,512,102	1,145,542

Statement of Cash Flows

March 2021

	SB 40 Tax	Services
OPERATING ACTIVITIES		
Net Income	(4,183)	26,148
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1210 Services:Medicaid Direct Service		(70,952)
1215 Services:Non-Medicaid Direct Service		(5,132)
1220 Services:Ancillary Services		0
1455 Prepaid Expenses:Prepaid-Insurance		2,554
1525 Fixed Assets:Accumulated Depreciation - 100 Third Street		898
1526 Fixed Assets:Accumulated Depreciation - Keystone		366
1535 Fixed Assets:Acc Dep - Remodeling - 100 Third Street		723
1536 Fixed Assets:Acc Dep - Remodeling - Keystone		471
1537 Fixed Assets:Acc Dep - Remodeling - Osage Beach Office		249
1545 Fixed Assets:Accumulated Depreciation - Equipment		2,026
1900 Accounts Payable	(7,631)	(4,524)
2007 Current Liabilities:Non-Medicaid Payable	5,132	
2008 Current Liabilities:Ancillary Services Payable	0	
2061 Current Liabilities:Payroll Tax Payable:Federal W / H Tax Payable		0
2062 Current Liabilities:Payroll Tax Payable:Social Security Tax Payable		0
2063 Current Liabilities:Payroll Tax Payable:Medicare Tax Payable		0
2064 Current Liabilities:Payroll Tax Payable:MO State W / H Tax Payable		(2,257)
2071 Current Liabilities:Payroll Clearing:AFLAC Pre-tax W / H		556
2072 Current Liabilities:Payroll Clearing:AFLAC Post-tax W / H		109
2073 Current Liabilities:Payroll Clearing:Vision Insurance W / H		(18)
2075 Current Liabilities:Payroll Clearing:Dental Insurance W / H		(41)
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(2,499)	(74,971)
Net cash provided by operating activities	(6,682)	(48,823)
INVESTING ACTIVITIES		
1531 Fixed Assets:Keystone Remodeling		(19,875)
1540 Fixed Assets:Equipment		(18,640)
Net cash provided by investing activities	0	(38,515)
FINANCING ACTIVITIES		
3070 Restricted SB 40 Tax Fund Balances:TCM	(10,018)	
3501 Restricted Services Fund Balances:Operational		(5,247)
3599 Restricted Services Fund Balances:Other		33,782
3999 Clearing Account		(33,782)
Net cash provided by financing activities	(10,018)	(5,247)
Net cash increase for period	(16,700)	(92,585)
Cash at beginning of period	1,478,943	288,167
Cash at end of period	1,462,243	195,582

Statement of Cash Flows

January - March, 2021

	SB 40 Tax	Services
OPERATING ACTIVITIES		
Net Income	803,140	51,264
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1210 Services:Medicaid Direct Service		(119,318)
1215 Services:Non-Medicaid Direct Service		622
1220 Services:Ancillary Services		(6,575)
1455 Prepaid Expenses:Prepaid-Insurance		7,304
1525 Fixed Assets:Accumulated Depreciation - 100 Third Street		2,694
1526 Fixed Assets:Accumulated Depreciation - Keystone		1,098
1535 Fixed Assets:Acc Dep - Remodeling - 100 Third Street		2,169
1536 Fixed Assets:Acc Dep - Remodeling - Keystone		1,191
1537 Fixed Assets:Acc Dep - Remodeling - Osage Beach Office		746
1545 Fixed Assets:Accumulated Depreciation - Equipment		2,380
1900 Accounts Payable	(12,718)	(5,900)
2007 Current Liabilities:Non-Medicaid Payable	(622)	
2008 Current Liabilities:Ancillary Services Payable	6,575	
2061 Current Liabilities:Payroll Tax Payable:Federal W / H Tax Payable		0
2062 Current Liabilities:Payroll Tax Payable:Social Security Tax Payable		192
2063 Current Liabilities:Payroll Tax Payable:Medicare Tax Payable		0
2064 Current Liabilities:Payroll Tax Payable:MO State W / H Tax Payable		(2,118)
2065 Current Liabilities:Payroll Tax Payable:FFCRA Federal W/H Tax Credit		14
2071 Current Liabilities:Payroll Clearing:AFLAC Pre-tax W / H		463
2072 Current Liabilities:Payroll Clearing:AFLAC Post-tax W / H		91
2073 Current Liabilities:Payroll Clearing:Vision Insurance W / H		(27)
2075 Current Liabilities:Payroll Clearing:Dental Insurance W / H		(67)
2091 Current Liabilities:Computer Lease Liability		3,256
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(6,765)	(111,786)
Net cash provided by operating activities	796,374	(60,522)
INVESTING ACTIVITIES		
1531 Fixed Assets:Keystone Remodeling		(19,875)
1540 Fixed Assets:Equipment		(18,640)
Net cash provided by investing activities	0	(38,515)
FINANCING ACTIVITIES		
3005 Restricted SB 40 Tax Fund Balances:Operational Reserves	5,435	
3010 Restricted SB 40 Tax Fund Balances:Transportation	(31,183)	
3030 Restricted SB 40 Tax Fund Balances:Special Needs	42,000	
3035 Restricted SB 40 Tax Fund Balances:Childrens Programs	42,000	
3040 Restricted SB 40 Tax Fund Balances:Sheltered Workshop	45,000	
3050 Restricted SB 40 Tax Fund Balances:Partnership for Hope Match	(4,107)	
3070 Restricted SB 40 Tax Fund Balances:TCM	88,010	
3501 Restricted Services Fund Balances:Operational		11,263
3555 Restricted Services Fund Balances:Building/Remodeling/Expansion		(14,059)
3599 Restricted Services Fund Balances:Other		28,238

3900 Unrestricted Fund Balances	(217,209)	(12,945)
3999 Clearing Account		(28,238)
Net cash provided by financing activities	(30,054)	(15,741)
Net cash increase for period	766,320	(114,778)
Cash at beginning of period	695,923	310,359
Cash at end of period	1,462,243	195,582

Check Detail - SB 40 Account

March 2021

1025 SB 40 Tax - Bank of Sullivan

Date	Transaction Type	Num	Name	Amount
03/05/2021	Bill Payment (Check)	5923	Our Saviors Lighthouse Child & Family Development Center	0.00
03/05/2021	Bill Payment (Check)	5924	Camden County Senate Bill 40 Board	(6,575.00)
03/05/2021	Bill Payment (Check)	5925	Childrens Learning Center	(12,040.71)
03/05/2021	Bill Payment (Check)	5926	Lake Area Industries	(12,220.59)
03/12/2021	Bill Payment (Check)	5927	OATS, Inc.	(8,392.38)
03/19/2021	Bill Payment (Check)	5928	Camdenton Apartments dba Lauren's Place	(309.00)
03/19/2021	Bill Payment (Check)	5929	David A Schlenfort	(673.00)
03/19/2021	Bill Payment (Check)	5930	Kyle LaBrue	(875.00)
03/19/2021	Bill Payment (Check)	5931	Our Saviors Lighthouse Child & Family Development Center	(2,232.42)
03/19/2021	Bill Payment (Check)	5932	Revelation Construction & Development, LLC	(38.00)
03/19/2021	Bill Payment (Check)	5933	Revelation Construction & Development, LLC	(262.00)
03/19/2021	Bill Payment (Check)	5934	Revelation Construction & Development, LLC	(378.00)
03/19/2021	Bill Payment (Check)	5935	Revelation Construction & Development, LLC	(838.00)
03/19/2021	Bill Payment (Check)	5936	Revelation Construction & Development, LLC	(974.00)
03/19/2021	Bill Payment (Check)	5937	Bankcard Center	(138.99)
03/19/2021	Bill Payment (Check)	5938	DMH Local Tax Matching Fund	(3,606.10)

Check Detail - Services Account

March 2021

1075 Services Account - Bank of Sullivan

Date	Transaction Type	Num	Name	Amount
03/05/2021	Expense	153734	Connie L Baker	(1,242.84)
03/05/2021	Expense	153735	Rachel K Baskerville	(1,347.19)
03/05/2021	Expense	153736	Jeanna K Booth	(1,407.97)
03/05/2021	Expense	153737	Cynthia Brown	(1,349.21)
03/05/2021	Expense	153738	Elizabeth L Chambers	(1,089.30)
03/05/2021	Expense	153739	Lori Cornwell	(1,525.11)
03/05/2021	Expense	153740	Stephanie E Enoch	(1,306.52)
03/05/2021	Expense	153741	Teri Guttman	(1,418.59)
03/05/2021	Expense	153742	Ryan Johnson	(1,656.53)
03/05/2021	Expense	153743	Micah J Joseph	(1,513.95)
03/05/2021	Expense	153744	Jennifer Lyon	(1,333.79)
03/05/2021	Expense	153745	Annie Meyer	(1,326.85)
03/05/2021	Expense	153746	Christina R. Mitchell	(1,228.81)

03/05/2021	Expense	153747	Mary P Petersen	(1,310.59)
03/05/2021	Expense	153748	Patricia L. Strouse	(1,194.51)
03/05/2021	Expense	153749	Eddie L Thomas	(2,762.72)
03/05/2021	Expense	153750	Marcie L. Vansyoc	(1,534.38)
03/05/2021	Expense	153751	Jami Weisenborn	(1,374.17)
03/05/2021	Expense	153752	Nicole M Whittle	(1,694.11)
03/05/2021	Bill Payment (Check)	2795	Janine's Flowers	(272.00)
03/05/2021	Bill Payment (Check)	2796	Stephanie E Enoch	(100.00)
03/05/2021	Bill Payment (Check)	2797	WCA Waste Corporation	(25.00)
03/05/2021	Bill Payment (Check)	2798	AT&T	(187.28)
03/05/2021	Bill Payment (Check)	2799	FP Mailing Solutions	(102.00)
03/05/2021	Bill Payment (Check)	2800	Webster Plumbing	(680.00)
03/05/2021	Bill Payment (Check)	2801	Annie Meyer	(50.00)
03/05/2021	Bill Payment (Check)	2802	Cynthia Brown	(50.00)
03/05/2021	Bill Payment (Check)	2803	Eddie L Thomas	(50.00)
03/05/2021	Bill Payment (Check)	2804	Jami Weisenborn	(50.00)
03/05/2021	Bill Payment (Check)	2805	Jeanna K Booth	(50.00)
03/05/2021	Bill Payment (Check)	2806	Linda Simms	(196.18)
03/05/2021	Bill Payment (Check)	2807	Lori Cornwell	(50.00)
03/05/2021	Bill Payment (Check)	2808	Marcie L. Vansyoc	(50.00)
03/05/2021	Bill Payment (Check)	2809	Mary P Petersen	(50.00)
03/05/2021	Bill Payment (Check)	2810	Micah J Joseph	(50.00)
03/05/2021	Bill Payment (Check)	2811	Nicole M Whittle	(50.00)
03/05/2021	Bill Payment (Check)	2812	Patricia L. Strouse	(50.00)
03/05/2021	Bill Payment (Check)	2813	Ryan Johnson	(50.00)
03/05/2021	Bill Payment (Check)	2814	Teri Guttman	(50.00)
03/05/2021	Bill Payment (Check)	2815	Delta Voice & Data Technologies, LLC	(230.99)
03/05/2021	Bill Payment (Check)	2816	Direct Service Works	(795.00)
03/05/2021	Bill Payment (Check)	2817	Happy Maids Cleaning Services LLC	(50.00)
03/05/2021	Bill Payment (Check)	2818	Mo Department Of Revenue	(2.88)
03/05/2021	Bill Payment (Check)	2819	Linda Simms	(1,479.00)
03/05/2021	Expense	03/05/2021	Missouri Dept of Revenue	(2,319.50)
03/05/2021	Expense	03/05/2021	Internal Revenue Service	(7,775.03)
03/12/2021	Bill Payment (Check)	2820	AT&T	(93.50)
03/12/2021	Bill Payment (Check)	2821	VERIZON	(160.41)
03/12/2021	Bill Payment (Check)	2822	Charter Business	(576.06)
03/12/2021	Bill Payment (Check)	2823	LaClede Electric Cooperative	(734.23)
03/12/2021	Bill Payment (Check)	2824	Camden County PWSD #2	(55.01)
03/12/2021	Bill Payment (Check)	2825	Lebanon Phone Center & Alarm Inc	(240.00)
03/12/2021	Bill Payment (Check)	2826	SUMNERONE	(2,183.00)
03/12/2021	Bill Payment (Check)	2827	Ameren Missouri	(305.95)
03/12/2021	Expense	03/19/2021	Missouri Dept of Revenue	(2,319.50)
03/19/2021	Expense	153754	Connie L Baker	(1,279.05)
03/19/2021	Expense	153755	Rachel K Baskerville	(1,377.50)
03/19/2021	Expense	153756	Jeanna K Booth	(1,518.43)
03/19/2021	Expense	153757	Cynthia Brown	(1,322.95)
03/19/2021	Expense	153758	Elizabeth L Chambers	(1,114.85)
03/19/2021	Expense	153759	Lori Cornwell	(1,525.11)
03/19/2021	Expense	153760	Stephanie E Enoch	(1,306.52)
03/19/2021	Expense	153761	Teri Guttman	(1,448.54)

03/19/2021	Expense	153762	Sharla Howard	(477.91)
03/19/2021	Expense	153763	Ryan Johnson	(1,656.53)
03/19/2021	Expense	153764	Micah J Joseph	(1,513.95)
03/19/2021	Expense	153765	Jennifer Lyon	(1,412.27)
03/19/2021	Expense	153766	Annie Meyer	(625.26)
03/19/2021	Expense	153767	Christina R. Mitchell	(1,228.81)
03/19/2021	Expense	153768	Mary P Petersen	(1,279.21)
03/19/2021	Expense	153769	Patricia L. Strouse	(1,195.81)
03/19/2021	Expense	153770	Eddie L Thomas	(2,762.72)
03/19/2021	Expense	153771	Marcie L. Vansyoc	(1,534.38)
03/19/2021	Expense	153772	Jami Weisenborn	(1,382.08)
03/19/2021	Expense	153773	Nicole M Whittle	(1,694.11)
03/19/2021	Expense	03/19/2021	Internal Revenue Service	(7,879.42)
03/19/2021	Bill Payment (Check)	2828	City Of Camdenton	(57.67)
03/19/2021	Bill Payment (Check)	2829	Aflac	(720.55)
03/19/2021	Bill Payment (Check)	2830	Ezard's, Inc.	(1,509.37)
03/19/2021	Bill Payment (Check)	2831	Jennifer Lyon	(50.00)
03/19/2021	Bill Payment (Check)	2832	Lake Area Industries	(50.00)
03/19/2021	Bill Payment (Check)	2833	Office Business Equipment	(169.18)
03/19/2021	Bill Payment (Check)	2834	Modern Communications, Inc.	(18,640.00)
03/19/2021	Bill Payment (Check)	2835	Refills Ink	(159.97)
03/19/2021	Bill Payment (Check)	2836	Bankcard Center	(938.18)
03/19/2021	Bill Payment (Check)	2837	Scott's Heating & Air	(19,875.00)
03/19/2021	Bill Payment (Check)	2838	Jeanna K Booth	(68.64)
03/19/2021	Bill Payment (Check)	2839	Mo Department Of Revenue	(2.88)
03/19/2021	Bill Payment (Check)	2840	MO Consolidated Health Care	(15,959.60)
03/19/2021	Bill Payment (Check)	2841	Linda Simms	(1,471.74)
03/25/2021	Bill Payment (Check)	2842	AT&T	(128.40)
03/25/2021	Bill Payment (Check)	2843	Happy Maids Cleaning Services LLC	(250.00)
03/25/2021	Bill Payment (Check)	2844	Office Business Equipment	(40.00)
03/25/2021	Bill Payment (Check)	2845	SUMNERONE	(1,696.92)
03/25/2021	Bill Payment (Check)	2846	WCA Waste Corporation	(28.00)
03/25/2021	Bill Payment (Check)	2847	Janine's Flowers	(48.00)
03/25/2021	Bill Payment (Check)	2848	Principal Life Ins	(316.16)
03/25/2021	Bill Payment (Check)	2849	Summit Natural Gas of Missouri, Inc.	(247.77)
03/25/2021	Bill Payment (Check)	2850	All Seasons Services	(103.09)
03/25/2021	Bill Payment (Check)	2851	Delta Dental of Missouri	(528.96)
03/25/2021	Bill Payment (Check)	2852	Lakeside Office Supply	(27.95)
03/25/2021	Bill Payment (Check)	2853	GB Maintenance Supply	(39.99)
03/25/2021	Bill Payment (Check)	2854	Lake Sun Leader	(190.01)

February 2021
Credit Card Statement

BANKCARD SERVICES
P.O. BOX 8100
JEFFERSON CITY, MO 65102



ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	TOTAL AMOUNT DUE
**** * 9588		02/26/21	03/23/21	\$32.31

BR BRCB X003 YY * 019672



BANKCARD SERVICES
P.O. BOX 8100
JEFFERSON CITY, MO 65102

CAMDEN CO DD RES
CAMDEN CO DD RES
PO BOX 722
CAMDENTON MO 65020-0722

000923

000323101077170140580949462064

BR * BRCB Page 1 of 2

ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	CREDIT LIMIT	AVAILABLE CREDIT
**** * 9588		02/26/21	03/23/21	10,000.00	8,922.83

POST TRAN REFERENCE NUMBER	MERCHANT DESCRIPTION	AMOUNT	NOTATIONS
----------------------------	----------------------	--------	-----------

00/0000/00	PURCHASES	1,077.17	
00/0000/00	MISCELLANEOUS CREDITS	-60.18	
02/12 01/04 75397351043021043440010	LATE PAYMENT FEE ADJ	-39.00	
02/12 01/29 75397351043021043430011	FINANCE CHARGE CREDIT	-6.89	
02/12 12/31 75397351043021043430029	FINANCE CHARGE CREDIT	-14.29	
00/0000/00	PAYMENTS	-323.29	
02/17 02/17 75397351048021048570030	CHECK PAYMENT	-323.29	

FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959.

*****7348	CONNIE BAKER				187.62
00/0000/00	PURCHASES	187.62			
02/16 02/12 02305371044000507291285	USPS PO 2812420020 CAMDENTON MO	7.00			
02/23 02/22 05436841054400043062196	WM SUPERCENTER #89 CAMDENTON MO	34.63			
02/25 02/24 02305371056000443052333	USPS PO 2812420020 CAMDENTON MO	7.00			
02/26 02/25 55429501056717911900633	NATIONAL AUTISM RESOUR 8772492393 CA	138.99			
*****3322	LINDA SIMMS				139.95
00/0000/00	PURCHASES	139.95			
02/05 02/04 55432861035200778833782	HRDIRECT/POSTERGUARD 800-888-4040 FL	124.97			
02/22 02/20 05436841052400052344693	SAMS CLUB #8296 SPRINGFIELD MO	14.98			
*****9314	EDDIE THOMAS				749.60
00/0000/00	PURCHASES	749.60			
02/02 02/01 55429501032637461807138	ZOOM.US 888-799-9666 8887999666 CA	599.60			
02/05 02/04 55432861035200667167367	INT*QuickBooks Online 800-446-8848 CA	150.00			

AVERAGE DAILY BALANCE	MONTHLY PERIODIC RATE	ANNUAL PERCENTAGE RATE	ANNUAL PERCENTAGE RATE	ACCOUNT SUMMARY	
			00.00%		
PURCHASES	0.00	1.0125%	12.15%	PREVIOUS BALANCE	383.47
				PURCHASES	1,077.17
				CASH ADVANCES	0.00
				CREDITS	-60.18
				PAYMENTS	-323.29
				OTHER CHARGES	0.00
				FINANCE CHARGE	0.00
CASH ADVANCES	0.00	1.4292%	17.15%	NEW BALANCE	1,077.17

CURRENT PAYMENT DUE: 32.31	+ PAST DUE AMOUNT: 0.00	= TOTAL AMOUNT DUE: 32.31
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DIRECT INQUIRIES TO: BANKCARD SERVICES P.O. BOX 8100 JEFFERSON CITY, MO 65102 1-800-472-1959

YNNNN



ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	TOTAL AMOUNT DUE
**** * 7348		02/26/21	03/23/21	\$0.00

BR BRCB X003 YY * 019579


BANKCARD SERVICES
P.O. BOX 8100
JEFFERSON CITY, MO 65102

000830
CONNIE BAKER
CAMDEN CO DD RES
PO BOX 722
CAMDENTON MO 65020

000000000000000000562452949462064

BR * BRCB Page 1 of 3

ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	CREDIT LIMIT	AVAILABLE CREDIT		
**** * 7348		02/26/21	03/23/21	2,000.00	2,000.00		

POST	TRAN	REFERENCE NUMBER	MERCHANT DESCRIPTION	AMOUNT	NOTATIONS
------	------	------------------	----------------------	--------	-----------

02/16 02/12 02305371044000507291285 USPS PO 2812420020 CAMDENTON MO 7.00 ✓
ORDER DATE FROM POST CD TO POST CD TO COUNTRY
00/00/00 65020
CUSTOMER CODE SALES TAX AMT/IND DUTY AMOUNT FREIGHT
None 0.00/N 0.00 0.00
MERCHANT
TYPE POSTAL CODE TAX ID CD ST REFERENCE NUMBER
9000YNNN 65020 410760000 Y MO

PRODUCT CODE DESCRIPTION QUANTITY EXTENDED AMT/IND DISCOUNT AMT/IND UNIT OF MEAS RATE/TYPE UNIT PRICE SHIP DATE TOTAL AMOUNT
FCMLMailsRetailFirst-Class Letter 1.0000 7.00/C 0.00/C 0.00/ 7.00 00/00/00
02/23 02/22 05436841054400043062196 WM SUPERCENTER #89 CAMDENTON MO 34.63 ✓
ORDER DATE FROM POST CD TO POST CD TO COUNTRY
00/00/00 65020
CUSTOMER CODE SALES TAX AMT/IND DUTY AMOUNT FREIGHT
None 0.00/ 0.00 0.00
MERCHANT
TYPE POSTAL CODE TAX ID CD ST REFERENCE NUMBER
1000YNNN 65020 710415188 Y MO

02/25 02/24 02305371056000443052333 USPS PO 2812420020 CAMDENTON MO 7.00 ✓
ORDER DATE FROM POST CD TO POST CD TO COUNTRY
00/00/00 65020
CUSTOMER CODE SALES TAX AMT/IND DUTY AMOUNT FREIGHT
None 0.00/N 0.00 0.00
MERCHANT
TYPE POSTAL CODE TAX ID CD ST REFERENCE NUMBER
9000YNNN 65020 410760000 Y MO

AVERAGE DAILY BALANCE	MONTHLY PERIODIC RATE	ANNUAL PERCENTAGE RATE	ANNUAL PERCENTAGE RATE	ACCOUNT SUMMARY	
			00.00%	PREVIOUS BALANCE	0.00
PURCHASES	0.00	1.0125%	12.15%	PURCHASES	- 0.00
			NUMBER OF DAYS IN THIS BILLING CYCLE	CASH ADVANCES	- 0.00
			28	CREDITS	+ 0.00
CASH ADVANCES	0.00	1.4292%	17.15%	PAYMENTS	+ 0.00
			NEW CASH ADVANCES	OTHER CHARGES	- 0.00
			0.00	FINANCE CHARGE	+ 0.00
			CASH ADVANCE FEE	NEW BALANCE	= 0.00
			0.00		

CURRENT PAYMENT DUE: 0.00	+ PAST DUE AMOUNT: 0.00	= TOTAL AMOUNT DUE: 0.00
---------------------------	-------------------------	--------------------------



CONNIE BAKER
 CAMDEN CO DD RES
 PO BOX 722
 CAMDENTON MO 65020



BR * BRCB

Page 3 of 3

POST	TRAN	REFERENCE NUMBER	MERCHANT DESCRIPTION	AMOUNT	NOTATIONS
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PRODUCT CODE	DESCRIPTION	ITEM	QUANTITY	EXTENDED AMT/IND DISCOUNT AMT/IND	UNIT OF MEAS RATE/TYPE	UNIT PRICE SHIP DATE	TOTAL AMOUNT
FCMLMailsRetailFirst-Class Letter			1.0000	7.00/C 0.00/C	0.00/	7.00 00/00/00	7
02/26 02/25 55429501056717911900633	NATIONAL AUTISM RESOUR			8772492393	CA		138.99
ORDER DATE	FROM POST CD	TO POST CD	TO COUNTRY				
00/00/00	94533		USA				
CUSTOMER CODE		SALES TAX AMT/IND		DUTY AMOUNT	FREIGHT		
		0.00/		0.00	0.00		
MERCHANT							
TYPE	POSTAL CODE	TAX ID	CD	ST	REFERENCE NUMBER		
1000YYYY	94533	454662700	Y	CA	91190063		


*
 * THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S
 * ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS 187.62
 *
 * FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959.
 *





ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	TOTAL AMOUNT DUE
**** * 3322		02/26/21	03/23/21	\$0.00

BR BRCB X003 YY * 019041


BANKCARD SERVICES
P.O. BOX 8100
JEFFERSON CITY, MO 65102

LINDA SIMMS
CAMDEN CO DD RES
PO BOX 722
CAMDENTON MO 65020

000293

00000000000000000000766347949462064

BR * BRCB Page 1 of 2

ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	CREDIT LIMIT	AVAILABLE CREDIT		
**** * 3322		02/26/21	03/23/21	4,000.00	4,000.00		

POST	TRAN	REFERENCE NUMBER	MERCHANT DESCRIPTION				AMOUNT	NOTATIONS
02/05	02/04	55432861035200778833782	HRDIRECT/POSTERGUARD	800-888-4040	FL	124.97	✓	
		ORDER DATE FROM POST CD TO POST CD TO COUNTRY						
		02/04/21						
		CUSTOMER CODE	SALES TAX AMT/IND	DUTY AMOUNT	FREIGHT			
		*	0.25/Y	0.00	0.00			
			MERCHANT					
		TYPE POSTAL CODE TAX ID CD ST REFERENCE NUMBER						
		1010YNYN 33069 410852411 Y FL GJN6257720000000489020						
02/22	02/20	05436841052400052344693	SAMS CLUB #8296	SPRINGFIELD	MO	14.98	✓	
		ORDER DATE FROM POST CD TO POST CD TO COUNTRY						
		00/00/00 65809						
		CUSTOMER CODE	SALES TAX AMT/IND	DUTY AMOUNT	FREIGHT			
		*	0.00/	0.00	0.00			
			MERCHANT					
		TYPE POSTAL CODE TAX ID CD ST REFERENCE NUMBER						
		1000YNNN 65809 710415188 Y MO						
		* * * * *						

THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S
ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS 139.95
* * * * *
FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959.


AVERAGE DAILY BALANCE	MONTHLY PERIODIC RATE	ANNUAL PERCENTAGE RATE	ANNUAL PERCENTAGE RATE	ACCOUNT SUMMARY	
			00.00%		
PURCHASES	0.00	1.0125%	12.15%	PREVIOUS BALANCE	0.00
			NUMBER OF DAYS IN THIS BILLING CYCLE	PURCHASES	- 0.00
			28	CASH ADVANCES	- 0.00
			NEW CASH ADVANCES	CREDITS	+ 0.00
CASH ADVANCES	0.00	1.4292%	17.15%	PAYMENTS	+ 0.00
			0.00	OTHER CHARGES	- 0.00
			CASH ADVANCE FEE	FINANCE CHARGE	+ 0.00
			0.00	NEW BALANCE	= 0.00

CURRENT PAYMENT DUE: 0.00	+ PAST DUE AMOUNT: 0.00	= TOTAL AMOUNT DUE: 0.00
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ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	TOTAL AMOUNT DUE
**** * 9314		02/26/21	03/23/21	\$0.00

BR BRCB X003 YY * 019599


BANKCARD SERVICES
P.O. BOX 8100
JEFFERSON CITY, MO 65102

EDDIE THOMAS
CAMDEN CO DD RES
PO BOX 722
CAMDENTON MO 65020

000850

0000000000000000000000860332949462064

BR * BRCB

Page 1 of 2

ACCOUNT NUMBER	COMPANY NUMBER	BILLING DATE	DUE DATE	CREDIT LIMIT	AVAILABLE CREDIT
**** * 9314		02/26/21	03/23/21	4,000.00	4,000.00

POST	TRAN	REFERENCE NUMBER	MERCHANT DESCRIPTION	AMOUNT	NOTATIONS
02/02	02/01	55429501032637461807138	ZOOM.US 888-799-9666	8887999666	CA
		ORDER DATE	FROM POST CD	TO POST CD	TO COUNTRY
		00/00/00	95113		USA
		CUSTOMER CODE	SALES TAX AMT/IND	DUTY AMOUNT	FREIGHT
			0.00/	0.00	0.00
			MERCHANT		
		TYPE	POSTAL CODE	TAX ID	CD
		1000YYYY	95113	611648780	Y
				ST	REFERENCE NUMBER
				CA	46180713
02/05	02/04	55432861035200667167367	INT*QuickBooks Online	800-446-8848	CA
		ORDER DATE	FROM POST CD	TO POST CD	TO COUNTRY
		02/04/21			
		CUSTOMER CODE	SALES TAX AMT/IND	DUTY AMOUNT	FREIGHT
		T1-afa5+98-2e4	0.00/N	0.00	0.00
			MERCHANT		
		TYPE	POSTAL CODE	TAX ID	CD
		1000YNNN	94043	770034661	Y
				ST	REFERENCE NUMBER
				CA	T1-afa5+98-2e4

THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS 749.60
FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959.



AVERAGE DAILY BALANCE	MONTHLY PERIODIC RATE	ANNUAL PERCENTAGE RATE	ANNUAL PERCENTAGE RATE	ACCOUNT SUMMARY	
PURCHASES	0.00	1.0125%	12.15%	PREVIOUS BALANCE	0.00
				PURCHASES	- 0.00
				CASH ADVANCES	- 0.00
				CREDITS	+ 0.00
				PAYMENTS	+ 0.00
				OTHER CHARGES	- 0.00
				FINANCE CHARGE	+ 0.00
CASH ADVANCES	0.00	1.4292%	17.15%	NEW BALANCE	= 0.00

CURRENT PAYMENT DUE: 0.00 + PAST DUE AMOUNT: 0.00 = TOTAL AMOUNT DUE: 0.00

Connie's Card



CAMDENTON
 625 W US HIGHWAY 54
 CAMDENTON, MO 65020-9998
 (800)275-8777

02/12/2021 04:21 PM

Product	Qty	Unit Price	Price
First-Class Mail® Letter	1		\$0.55
Camdenton, MO 65020 Weight: 0 lb 0.60 oz Estimated Delivery Date Tue 02/16/2021			
Certified Mail®			\$3.60
Tracking #: 70190160000078146738			
Return Receipt			\$2.85
Tracking #: 9590 9402 2987 7094 6157. 16			
Total			\$7.00

Grand Total: \$7.00

Credit Card Remitted \$7.00

Card Name: MasterCard
 Account #: XXXXXXXXXXXX7348
 Approval #: 07960C
 Transaction #: 777
 AID: A0000000041010
 AL: Mastercard
 PIN: Not Required

Chip

0160 0000 7814 6738

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
 Domestic Mail Only

For delivery information, visit our website at www.usps.com

Camdenton, MO 65020

Certified Mail Fee	\$3.60	0020
Postage	\$0.55	25
Extra Services & Fees (check box, add fee as appropriate)		
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00	
<input type="checkbox"/> Return Receipt (electronic)	\$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00	
<input type="checkbox"/> Adult Signature Required	\$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00	

Postmark
Here

02/12/2021

Postage \$0.55
 Total Postage and Fees \$7.00

Connie's Card

Give us feedback @ survey.walmart.com
Thank you! ID #:7QB2WJZ3NT



573-346-3588 Mgr:PAUL
94 CECIL ST
CAMDENTON MD 65020

ST# 00089	OP# 005084	TE# 04	TR# 07258	
SPK 6 DBL PR	003040022094		6.44	0 <i>paper towel</i>
GV PREM 12MR	007874221043		10.22	0 <i>TP</i>
GV 13G FLEX	007874235073		5.14	0 <i>Trash</i>
LEMON TRIG	001920075352	<i>cleaner</i>	2.87	0
FOL 37OZ BS	002550010147	F	9.96	0 <i>Coffee</i>
SUBTOTAL			34.63	

VOIDED BANKCARD TRANSACTION
TERMINAL # SC010655

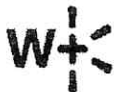
TRANSACTION NOT COMPLETE
02/22/21 12:00:00

TOTAL 34.63
MCARD TEND 34.63
**** * 7348 F

ACCOUNT #
APPROVAL # 00206C
REF # 1042000314
TERMINAL # SC010655

02/22/21 12:00:28
CHANGE DUE 0.00
ITEMS SOLD 5

TC# 7001 2332 6968 4075 1616



Introducing Walmart+

Join today at walmart.com/plus

02/22/21 12:00:41
CUSTOMER COPY

Connie's Card

0160 0000 7814 6745

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at www.usps.com®

Camdenton, MO 65020

OFFICIAL USE

Certified Mail Fee	\$3.60
Postage	\$0.55
Total Postage and Fees	\$7.00
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy)	\$2.85
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

0020
10

Postmark
Here

02/24/2021



CAMDENTON
 625 W US HIGHWAY 54
 CAMDENTON, MO 65020-9998
 (800)275-8777

02/24/2021 04:25 PM

Product	Qty	Unit Price	Price
First-Class Mail® Letter	1		\$0.55
Camdenton, MO 65020			
Weight: 0 lb 0.60 oz			
Estimated Delivery Date			
Sat 02/27/2021			
Certified Mail®			\$3.60
Tracking #:	70190160000078146745		
Return Receipt			\$2.85
Tracking #:	9590 9402 2987 7094 6157 09		
Total			\$7.00

Grand Total: \$7.00

Credit Card Remitted \$7.00

Card Name: MasterCard
 Account #: XXXXXXXXXXXX7348
 Approval #: 09440C
 Transaction #: 592
 AID: A0000000041010 Chip
 AL: Mastercard
 PIN: Not Required

45-Day Letter

COUNTEE'S CARD

Thank you Camden County!

Your order number is 173875

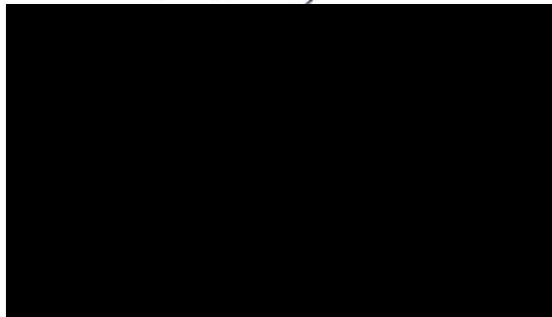
An email will be sent containing information about your purchase. If you have any questions about your purchase, email us at contactus@nationalautismresources.com or call us at 877-249-2393.

Order Summary

1 Item



1 x b-Calm Headphones



\$138.99

Subtotal

\$138.99

Shipping

Free

Tax

\$0.00

Total (USD)

\$138.99

YOU MIGHT ALSO LIKE...





****NOTE: New Remittance Address****

Remit in US Funds to:
P.O. Box 669390, Pompano Beach, FL 33066-9390
Customer Service: 866-463-4574

INVOICE

INVOICE ACCOUNT NUMBER	CUSTOMER ACCOUNT NUMBER
A02793162	A02793162
SALES ORDER NUMBER	PURCHASE ORDER NUMBER
SO-11839342	

INVOICE NUMBER	INVOICE DATE
INV9816067	01/24/21
PAYMENT TERMS	ORDER PLACER
Net 30 Days	Auto Renewal
PHONE NUMBER	ORDER/RENEWAL DATE
	01/24/21

ATTN: ACCOUNTS PAYABLE
CAMDEN COUNTY DEVELOPMENT DISABILITY RESOURCES
5816 OSAGE BEACH PARKWAY, SUITE 108
OSAGE BEACH, MO 65065

SHIPPED TO:
LINDA SIMMS
CAMDEN COUNTY DEVELOPMENTAL DISABILIT
5816 OSAGE BEACH PKWY, STE 108, OSAGE BE

Qty	ITEM NUMBER	DESCRIPTION	CUSTOMER ID 1	CUSTOMER ID 2	SERVICE #	DISCOUNT	AMOUNT
1	UR0004S Bilingual	Right To Work/E-Verify Poster 1 Yr Service Renew / Bilingual			629230	0.00	19.99

MERCHANDISE	DELIVERY	MISC. CHARGES	SALES TAX	INVOICE TOTAL	AMOUNT APPLIED	TOTAL DUE
19.99	0.00	0.00	0.00	19.99	0.00	19.99

This invoice shows the total amount due to renew your Poster Guard® compliance service for another year/term. Please ensure payment is made promptly to prevent a lapse in your Poster Guard compliance service. For more details about your protected location(s), please visit www.posterguard.com.

Liability of seller is limited to the terms of the Poster Guard compliance guarantee. Please allow 10-15 business days for payment application.

POSTER GUARD COMPLIANCE SERVICE GUARANTEED BY COMPANY

PAID BY
Credit card
2-3-21

79.99
19.99
24.99
\$124.97

TOTAL OF
3 HR DIRE
INVOICE

Please cut at dotted line and return with your payment.

Page 1 of 1

REMITTANCE COPY

INVOICE EMAIL ADDRESS: linda@ccddr.org

Is your invoice email address correct? YES NO

If NO, please update below:

CAMDEN COUNTY DEVELOPMENT DISABILITY RESO
5816 OSAGE BEACH PARKWAY, SUITE 108
OSAGE BEACH, MO 65065

CHECK NUMBER: _____

DIRECT DEPOSIT - call 800-925-0083 for details

EASY PAY AUTO RENEW - call 866-463-4574 for details

CREDIT CARD: MC VISA AMEX DISCOVER

AUTHORIZED SIGNATURE: _____

CREDIT CARD #: _____ EXP. DATE: _____

--	--	--	--	--	--	--	--	--	--

INVOICE ACCOUNT #	CUSTOMER ACCOUNT #
A02793162	A02793162
INVOICE NUMBER	INVOICE DATE
INV9816067	01/24/21
TOTAL DUE	
19.99	



****NOTE: New Remittance Address****

Remit in US Funds to:
P.O. Box 669390, Pompano Beach, FL 33066-9390
Customer Service: 866-463-4574

INVOICE

INVOICE ACCOUNT NUMBER	CUSTOMER ACCOUNT NUMBER
A02793162	A02793162
SALES ORDER NUMBER	PURCHASE ORDER NUMBER
SO-11839341	

INVOICE NUMBER	INVOICE DATE
INV9816066	01/24/21
PAYMENT TERMS	ORDER PLACER
Net 30 Days	Auto Renewal
PHONE NUMBER	ORDER/RENEWAL DATE
	01/24/21

ATTN: ACCOUNTS PAYABLE
CAMDEN COUNTY DEVELOPMENT DISABILITY RESOURCES
5816 OSAGE BEACH PARKWAY , SUITE 108
OSAGE BEACH, MO 65065

SHIPPED TO:
LINDA SIMMS
CAMDEN COUNTY DEVELOPMENTAL DISABILI
5816 OSAGE BEACH PKWY, STE 108, OSAGE BI

Qty	ITEM NUMBER	DESCRIPTION	CUSTOMER ID 1	CUSTOMER ID 2	SERVICE #	DISCOUNT	AMOUNT
1	UR1200FONLYAPP ENGLISH Poster NONE	Poster Guard 1 Year Applicant Area Only Renew / Poster\English\None			629230	0.00	24.99

MERCHANDISE	DELIVERY	MISC. CHARGES	SALES TAX	INVOICE TOTAL	AMOUNT APPLIED	TOTAL DUE
24.99	0.00	0.00	0.00	24.99	0.00	24.99

This invoice shows the total amount due to renew your Poster Guard® compliance service for another year/term. Please ensure payment is made promptly to prevent a lapse in your Poster Guard compliance service. For more details about your protected location(s), please visit www.posterguard.com.

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Please cut at dotted line and return with your payment.

Page 1 of 1

REMITTANCE COPY

INVOICE EMAIL ADDRESS: linda@ccddr.org

Is your Invoice email address correct? YES NO

If NO, please update below:

CAMDEN COUNTY DEVELOPMENT DISABILITY RESC
5816 OSAGE BEACH PARKWAY , SUITE 108
OSAGE BEACH, MO 65065


CHECK NUMBER: _____
 DIRECT DEPOSIT - call 800-925-0083 for details
 EASY PAY AUTO RENEW - call 866-463-4574 for details

CREDIT CARD: MC VISA AMEX DISCOVER

AUTHORIZED SIGNATURE: _____

CREDIT CARD #: _____ EXP. DATE: _____

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



INVOICE ACCOUNT #	CUSTOMER ACCOUNT #
A02793162	A02793162
INVOICE NUMBER	INVOICE DATE
INV9816066	01/24/21
	TOTAL DUE
	24.99

HRdirect®

****NOTE: New Remittance Address****

Remit in US Funds to:
P.O. Box 669390, Pompano Beach, FL 33066-9390
Customer Service: 866-463-4574

INVOICE

INVOICE ACCOUNT NUMBER A02793162	CUSTOMER ACCOUNT NUMBER A02793162
SALES ORDER NUMBER SO-11838152	PURCHASE ORDER NUMBER

INVOICE NUMBER INV9814880	INVOICE DATE 01/24/21
PAYMENT TERMS Net 30 Days	ORDER PLACER Auto Renewal
PHONE NUMBER	ORDER/RENEWAL DATE 01/24/21

ATTN: ACCOUNTS PAYABLE
CAMDEN COUNTY DEVELOPMENT DISABILITY RESOURCES
5816 OSAGE BEACH PARKWAY, SUITE 108
OSAGE BEACH, MO 65065

SHIPPED TO:
LINDA SIMMS
CAMDEN COUNTY DEVELOPMENTAL DISABILITY
5816 OSAGE BEACH PKWY, STE 108, OSAGE BEACH, MO 65065

Qty	ITEM NUMBER	DESCRIPTION	CUSTOMER ID 1	CUSTOMER ID 2	SERVICE #	DISCOUNT	AMOUNT
1	UR1200F English MO None	Poster Guard 1 Year State/Fed/Local Renewal / Missouri\English\None			629230	0.00	79.99
MERCHANDISE		DELIVERY	MISC. CHARGES	SALES TAX	INVOICE TOTAL	AMOUNT APPLIED	TOTAL DUE
79.99		0.00	0.00	0.00	79.99	0.00	79.99

This invoice shows the total amount due to renew your Poster Guard® compliance service for another year/term. Please ensure payment is made promptly to prevent a lapse in your Poster Guard compliance service. For more details about your protected location(s), please visit www.posterguard.com.

Liability of seller is limited to the terms of the Poster Guard compliance guarantee. Please allow 10-15 business days for payment application.



Please cut at dotted line and return with your payment.

REMITTANCE COPY

INVOICE EMAIL ADDRESS: linda@ccddr.org

Is your Invoice email address correct? YES NO

If NO, please update below:

CAMDEN COUNTY DEVELOPMENT DISABILITY RESOURCES
5816 OSAGE BEACH PARKWAY, SUITE 108
OSAGE BEACH, MO 65065

CHECK NUMBER: _____

DIRECT DEPOSIT - call 800-925-0083 for details

EASY PAY AUTO RENEW - call 866-463-4574 for details


CREDIT CARD: MC VISA AMEX DISCOVER

AUTHORIZED SIGNATURE: _____

CREDIT CARD #: _____

EXP. DATE: _____

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



INVOICE ACCOUNT # A02793162	CUSTOMER ACCOUNT # A02793162
INVOICE NUMBER INV9814880	INVOICE DATE 01/24/21
TOTAL DUE 79.99	

LINDA'S
CARD

S A M ' S C L U B
CLUB MANAGER TOM CONROY
(417) 882 - 4487
SPRINGFIELD, MO
02/20/21 14:50 8491 08296 002 4811

LINDA

980143634	13G TRSH FR	14.98	T
980143634	13G TRSH FR	14.98	E
VL 980143634	13G TRSH FR	14.98	-T
**** VOID ****			
SUBTOTAL		14.98	

TOTAL		14.98
MCARD TEND		14.98
Mastercard	**** * 3322 I 1	
APPROVAL #	03857C	
AID	A0000000041010	
AAC	5D45CC3532B5A269	
TERMINAL #	sc010232	
CHANGE DUE	0.00	

Visit samsclub.com to see your savings

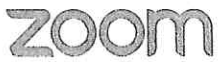
ITEMS SOLD 1

TC# 7778 8524 9390 7355 8348



*** MEMBER COPY ***

TRASH BASK
OSAGE BASK



INVOICE

Zoom Video Communications Inc.
55 Almaden Blvd, 6th Floor
San Jose, CA 95113
billing@zoom.us

Invoice Date: 02/01/2021
Invoice #: INV66394387
Payment Terms: Due Upon Receipt
Due Date: 02/01/2021
Account Number: 3015289058
Currency: USD
Account Information: Camden County Developmental Disability
Resources
PO Box 722,
Camdenton, Missouri 65020
United States
director@ccddr.org

Remittance Details should be sent to:
Finance@zoom.us

Purchase Order Number:

Tax Exempt Certificate ID:

Zoom W-9

CHARGE DETAILS				
Charge Description	Service Period	Subtotal	Tax	TOTAL
Charge Name: Standard Pro Annual Quantity: 4 Unit Price: \$149.90	02/01/2021-01/31/2022	\$599.60	\$0.00	\$599.60

INVOICE TOTALS	
Subtotal:	\$599.60
Total (Including Tax):	\$599.60
Invoice Balance:	\$0.00

TAX DETAILS				
Charge Name	Tax Name	Jurisdiction	Charge Amount	Tax Amount
			Total Tax	\$0.00

TRANSACTIONS				
Transaction Date	Transaction Number	Transaction Type	Description	Invoice Total
02/01/2021	P-71528651	Payment		\$599.60
				Applied Amount
				(\$599.60)



Invoice

Intuit Inc.
2800 E. Commerce Center Place
Tucson, AZ 85706

Invoice number: 1000184360886
Total: \$150.00
Date: Feb 4, 2021
Payment method: MASTER ending 9314

Bill to

Edmond J Thomas
Camden County Developmental Disability Resources
100 3rd St PO Box 722
Camdenton, MO 65020-7336
US
Address may be standardized for tax purposes
Company ID: 464240995

Payment details

Item	Qty	Unit price	Amount
QuickBooks Online Advanced	1	\$150.00	\$150.00
Sales tax - Exempt:			\$0.00
Total invoice:			\$150.00

Tax reporting information

Period for monthly fees:

Feb 4, 2021 - Mar 4, 2021

Total without tax:

\$150.00

Total tax:

\$0.00

(1) For subscriptions, your payment method on file will be automatically charged monthly/annually at the then-current list price until you cancel. If you have a discount it will apply to the then-current list price until it expires. To cancel your subscription at any time, go to Account & Settings and cancel the subscription. (2) For one-time services, your payment method on file will reflect the charge in the amount referenced in this invoice. Terms, conditions, pricing, features, service, and support options are subject to change without notice.

All dates and times are Pacific Standard Time (PST).

Resolution 2021-13



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2021-13

2019 ANNUAL REPORT

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden Co. voters of the Senate Bill 40 enabling legislation in August of 1980 allows for the business, property, affairs, administrative control, and management to rest solely with the Camden County SB40 Board of Directors (dba Camden County Developmental Disability Resources).

WHEREAS, The Camden County SB 40 Board has historically approved and published periodic reports for public consideration and review.

NOW, THEREFORE, BE IT RESOLVED:

1. That the Camden County Senate Bill 40 Board (dba Camden County Developmental Disability Resources), hereafter referred to as the “Board”, acknowledges the completion and receipt of the 2019 Annual Report identified in Attachment “A” hereto.
2. That the Board approves and authorizes the Executive Director to publish the 2019 Annual Report for public consideration and review.
3. A quorum has been established for vote on this resolution, this resolution has been approved by a majority Board vote as defined in the Board bylaws, and this resolution shall remain in effect until otherwise amended or changed.

Chairperson/Officer/Board Member

Date

Secretary/Vice Chairperson/Treasurer/Board Member

Date

Attachment “A” to
Resolution 2021-13



**Camden County
Developmental Disability
Resources**

2019

**Fiscal Year
Annual Report**



2019 CCDDR Board Members

Board Officers:

Chairperson: Angela Sellers
Vice Chairperson: Lisa Jackson
Treasurer: Brian Willey
Secretary: Paul DiBello

Board Members:

Lorraine Russell
Betty Baxter
Suzanne Perkins
Kym Jones
Chris Bothwell

2019 CCDDR Leadership Staff

Executive Director

Eddie Thomas

TCM Supervisors

Lori Cornwell
Ryan Johnson

Compliance Manager

Linda Simms

Accounting Manager

Marcie Vansyoc

CCDDR Offices

Targeted Case Management

100 Third St., PO Box 722
Camdenton, MO 65020
Phone: 573-317-9233
Fax: 573-317-9332

Administration Office

5816 Osage Beach Pkwy, Suite 108
Osage Beach, MO 65065
Phone: 573-693-1511
Fax: 573-693-1515

Eligibility

Camden County Developmental Disability Resources is authorized to provide programs and services which assist Camden County persons with developmental disabilities.

A developmental disability is defined as a long-term condition which:

- Significantly delays or limits functioning in two or more areas of major life functioning (i.e. self-care, communication, learning, decision-making, capacity for independent living, mobility)
- Is attributable to such conditions as an intellectual disability, cerebral palsy, head-injury, autism, epilepsy, or any other similar physical or mental impairment
- Which is manifested before the age of 22
- Which is considered to be life-long in nature

The Missouri Department of Mental Health, Division of Developmental Disabilities, determines if a person has a developmental disability for the Camden County area.

The Division of Developmental Disabilities (DD), established in 1974, serves a population that has developmental disabilities such as intellectual disabilities, cerebral palsy, head injuries, autism, epilepsy, and certain learning disabilities.

The Division's Mission is to improve lives of Missourians with Developmental Disabilities through supports and services that foster self-determination.

Mission

We provide persons with developmental disabilities the necessary tools to achieve self-determined lives, while ensuring quality services.

Our Core Values

We believe that our community thrives when all individuals become capable of participating in the spectrum of community life.

We respect and promote the recognition of individual dignity and self-worth.

We promote accountability to taxpayers with respect to the prudent use of tax funds and accountability to clients and family members with regard to the effectiveness and quality of services funded and/or provided.

We promote the concept of individual self determination in planning and implementing services.

We recognize the value and synergy of partnering with affiliated agencies in working to better the lives of persons with developmental disabilities.

Who We Are

CCDDR is a political subdivision of Camden County, Missouri created in August of 1980 when voters in Camden County approved passage of state enabling legislation commonly referred to as "Senate Bill 40". The agency is authorized by Sections 205.968-205.972 of the Revised Missouri Statutes to provide for the needs of Camden County citizens with intellectual and developmental disabilities in areas of employment, residential, and related services.

CCDDR is guided by a nine-member Board of Directors appointed by the Camden County Commission to serve three year terms. The Board of Directors consists of a cross-section of parents and family members of persons with developmental disabilities, educators, professionals, and other members of the community who act as advocates for our county's citizens with intellectual and developmental disabilities.

Board Meetings, which are open to the public, are scheduled to be held on the second Thursday of each month at 5:00 p.m. at 255 Keystone Industrial Park Drive in Camdenton. Any meeting falling on a holiday will be rescheduled and other meeting days/times may be subject to change from time to time. Please check the CCDDR website or call the CCDDR office to confirm the date and time. Each meeting includes opportunities for public comment.

Employment as of 12-31-19

Our Support Coordination staff assist persons served in meeting their personal needs and goals while obtaining the greatest degree of independence and inclusion possible in everyday community living. All people, regardless of disabilities, have the right to work at a job or in a career they choose and which matches their skills and personal interests.

Clients Working at the Sheltered Workshop: 64

Clients Working in Competitive Employment: 32

Clients Receiving DMH Employment Supports: 7

Clients Receiving VR Employment Supports: 17

Targeted Case Management Program

In 2006, CCDDR began the development and implementation of a Targeted Case Management (TCM) program in conjunction with the recognition of a rising population of eligible clients residing in Camden County and a growing need for localization of State-provided TCM services. After development, CCDDR was successful in procuring a TCM contract with the Missouri Department of Mental Health, Division of Developmental Disabilities, and became the recognized local provider of TCM services.

Number of Clients Beginning 2019: 352

Number of Clients Ending 2019: 367

Medicaid Eligibility Percentage Beginning 2019: 85.51%

Medicaid Eligibility Percentage Ending 2019: 83.92%

Housing Voucher Program

The Camden County Senate Bill 40 Board Housing Voucher Program (HVP) has been established in hopes of promoting independent and integrated living for Camden County residents with developmental disabilities. HVP is designed to assist individuals with developmental disabilities and families or guardians who have individuals with developmental disabilities living with them to obtain safe, decent, sanitary, and affordable housing within and throughout Camden County. The HVP offers rental assistance payments on behalf of eligible participants to landlords who choose to participate in the program. The monthly rental assistance payment is paid directly to the landlord on behalf of the participant(s), and the amount paid is based on the total household income of the participant(s).

Number of Participating Vouchers Beginning 2019: 23

Number of Participating Vouchers Ending 2019: 14

New Vouchers Issued in 2019: 1

Vouchers Withdrawn in 2019: 10

Services Revenues & Expenses (Audited - Accrual Basis)

Income		
4500 Services Income		\$1,374,841.41
Total Income		\$1,374,841.41
Expenses		
5000 Payroll & Benefits		\$1,170,420.18
5100 Repairs & Maintenance		\$12,410.31
5500 Contracted Business Services		\$57,062.20
5600 Presentations/Public Meetings		\$4,348.80
5700 Office Expenses		\$41,408.43
5800 Other General & Administrative		\$32,879.31
5900 Utilities		\$9,424.92
6100 Insurance		\$17,661.74
Total Expenses		\$1,345,615.89
Net Operating Income		\$29,225.52
Other Expenses		
8500 Depreciation		\$39,205.38
Total Other Expenses		\$39,205.38
Net Other Income		(\$39,205.38)
Net Income		(\$9,979.86)

SB 40 Tax Fund Revenues & Expenses (Audited - Accrual Basis)

Income		
4000 SB 40 Tax Income		\$978,512.43
Total Income		\$978,512.43
Expenses		
6700 Partnership for Hope		\$45,497.59
6900 Direct Services		\$136,382.40
7100 Housing Programs		\$99,404.00
7200 Children's Programs		\$194,778.26
7300 Sheltered Employment Programs		\$293,641.84
7500 Community Employment Programs		\$1,414.00
7600 Community Resources		\$49,866.94
7900 Special/Additional Needs		\$81,120.82
Total Expenses		\$902,105.85
Net Income		\$76,406.58

SB 40 Tax Fund and Targeted Case Management Balance Sheet (Audited - Accrual Basis)

	SB 40 Tax	Services	Total
ASSETS			
Bank Accounts			
1000 Bank Accounts	\$537,150.40	\$331,339.53	\$868,489.93
Total Bank Accounts	\$537,150.40	\$331,339.53	\$868,489.93
Accounts Receivable			
1210 Medicaid Direct Service	\$0.00	\$6,220.80	\$6,220.80
1215 Non-Medicaid Direct Service	\$0.00	\$19,396.80	\$19,396.80
1310 Property Tax Receivable	\$1,054,744.05	\$0.00	\$1,054,744.05
1315 Allowance for Doubtful Accounts	(\$19,182.68)	\$0.00	(\$19,182.68)
Total Accounts Receivable	\$1,035,561.37	\$25,617.60	\$1,061,178.97
Other Current Assets			
1430 Deferred Outflows Related to Pensions	\$0.00	\$73,038.98	\$73,038.98
1435 Net Pension Asset (Liability)	\$0.00	(\$28,174.00)	(\$28,174.00)
1455 Prepaid-Insurance	\$0.00	\$22,897.75	\$22,897.75
Total Other Current Assets	\$1,572,711.77	\$424,719.86	\$1,997,431.63
1500 Fixed Assets	\$0.00	\$741,343.16	\$741,343.16
Total Fixed Assets	\$0.00	\$741,343.16	\$741,343.16
TOTAL ASSETS	\$1,572,711.77	\$1,166,063.02	\$2,738,774.79
LIABILITIES AND EQUITY			
Liabilities			
1900 Accounts Payable	\$58,392.33	\$13,636.33	\$72,028.66
2000 Current Liabilities	\$1,003,350.72	\$90,577.80	\$1,093,928.52
Total Liabilities	\$1,061,743.05	\$104,214.13	\$1,165,957.18
Equity			
Total 3000 Restricted SB 40 Tax Fund Balances	\$373,797.93	\$0.00	\$373,797.93
Total 3500 Restricted Services Fund Balances	\$0.00	\$979,904.95	\$979,904.95
3900 Unrestricted Fund Balances	\$0.00	\$0.00	\$0.00
3950 Prior Period Adjustment	\$0.00	\$0.00	\$0.00
3999 Clearing Account	\$75,061.93	\$77,626.08	\$152,688.01
Net Income	\$76,406.58	(\$9,979.86)	\$66,426.72
Total Equity	\$525,266.44	\$1,047,551.17	\$1,572,817.61
TOTAL LIABILITIES AND EQUITY	\$1,587,009.49	\$1,151,765.30	\$2,738,774.79