



May 12th, 2026

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

Open Session Board Meeting

Agenda

Camden County Senate Bill 40 Board
DBA Camden County Developmental Disability Resources (CCDDR)
100 Third Street
Camdenton, MO 65020

Tentative Agenda for Open Session Board Meeting on May 12th, 2026, at 6:00 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=m3132229d2770380c073eb0f55ad83b97>

To Join by Phone: 1-415-655-0001
Meeting Number (Access Code): 2552 354 1606
Meeting Password: 59372959

Call to Order/Roll Call

Approval of Agenda

Approval of Open Session Board Meeting Minutes for April 14th, 2026

Acknowledgement of Distributed Materials to Board Members

- March 2026 Our Saviour's Lighthouse Child and Family Development Center (OSL) Monthly Reports
- March 2026 I Wonder Y Preschool (IWYP) Monthly Reports
- March 2026 Children's Learning Center (CLC) Monthly Reports
- March 2026 Lake Area Industries (LAI) Monthly Reports
- 2025 Performance Summary
- 2025 Performance Improvement Plan
- March 2026 Support Coordination Report
- March 2026 Agency Economic Report
- March 2026 Credit Card Statement
- Resolutions 2026-22, 2026-23, 2026-24, 2026-25, 2026-26, 2027-27, & 2026-28

Speakers/Special Guests/Announcements

- NONE

Monthly Reports

- OSL
- IWYP
- CLC
- LAI

Committee Meetings (Updates)

- Strategic Planning Committee Meeting (April 23, 2026)

Discussion & Conclusion of Resolution

1. Resolution 2026-22: 2026-2028 Strategic Plan

Old Business for Discussion

- NONE

New Business for Discussion

- Opening Proposals Submitted for RFP 2026-1: Banking Services

CCDDR Reports

- 2025 Performance Summary
- 2025 Performance Improvement Plan
- March 2026 Support Coordination Report
- March 2026 Agency Economic Report

March 2026 Credit Card Statements

Discussion & Conclusion of Other Resolutions

2. Resolution 2026-23: Approval of Amended Policy 1
3. Resolution 2026-24: Approval of Amended Policy 13
4. Resolution 2026-25: Approval of Amended Policy 22
5. Resolution 2026-26: Approval of Amended Policy 23
6. Resolution 2026-27: Approval of Amended Policy 24
7. Resolution 2026-28: Approval of Amended Policy 34

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

The news media 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
100 Third Street (Physical Address), P.O. Box 722 (Mailing Address), Camdenton, MO 65065
Office: 573-317-9233 Fax: 573-317-9332 Email: director@ccddr.org

April 14th, 2026

Open Session Minutes

CAMDEN COUNTY DEVELOPMENTAL DISABILITY RESOURCES

Open Session Minutes of April 14th, 2026

Members Present Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

Members Absent Mary Hayslett, Ro Witt, Brent Simpson, Kelly Verneti

Others Present Ed Thomas, Executive Director

Guests Present Natalie Couch, Linda Platter, Debrah Phillips, Robert Bixby (LAI)
Adrienne Anderson, Megan Thurman (CLC)
Jeanna Booth, Elizabeth Chambers, Lori Cornwell (CCDDR)
Lexi Warren
Kayla Paterson

Approval of Agenda

Motion by Elizabeth Perkins, second Paul DiBello to approve the agenda as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

Approval of Closed Session Board Meeting Minutes for March 10th, 2026

Motion by Paul DiBello, second Elizabeth Perkins to approve the Closed Session Board Meeting Minutes for March 10th, 2026, as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

Approval of Open Session Board Meeting Minutes for March 10th, 2026

Motion by Elizabeth Perkins, second Brian Willey to approve the Open Session Board Meeting Minutes for March 10th, 2026, as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

Acknowledgement of Distributed Reports & Documents to Board Members

- February 2026 Our Savior's Lighthouse Child and Family Development Center (OSL) Monthly Reports
- February 2026 I Wonder Y Preschool (IWYP) Monthly Reports
- February 2026 Children's Learning Center (CLC) Monthly Reports
- February 2026 Lake Area Industries (LAI) Monthly Reports
- February 2026 Support Coordination Report
- February 2026 Agency Economic Report
- February 2026 Credit Card Statement
- Resolutions 2026-18, 2026-19, 2026-20, & 2026-21

Speakers/Special Guests/Announcements

Wendy Renner, Evers CPAs – Presentation and Board Acceptance of the 2024 Final Audit Report

Page 1 of the Auditors' Report has the opinion. The opinion is that the financial statements are fairly stated and it is an unmodified or clean opinion. The next part of the report talks about management's responsibilities and the auditors' responsibilities. The auditors are required to communicate with the Board two times during the audit process—at the beginning of the audit and at the end.

Pages 4 through 9 are management's discussion and analysis. It gives the best summary of what went on during the period audited. Page 6 has a statement of net position that compares 2023 and 2024. Page 7 has the change in net position in comparative format. It shows that revenue went up 14% and expenses only increased 7%. Page 8 shows a comparative statement on capital assets and debt administration. Page 10 has a statement of net position for December 31st, 2024 and is the full format instead of just a summary. Page 11 has the statement of revenues, expenses, and changes in net position. Page 12 is the statement of cash flows which explains where cash was spent and received. Notes to the financial statements are on pages 13 and 14. They give a summary of significant accounting policies and gives details about the financial statements.

One significant note is number 3 which talks about the property taxes. It explains the assessed valuation compared to the actual taxes received. Note 5 is about the retirement plan. The retirement plan is based on an actuarial study that comes directly from LAGERS. They provide the information in order to make the calculations for the balance sheet and the income statement. The required supplementary information on page 25 is more information about the retirement plan. This shows 10 years of data in a comparative format. Page 26 has the schedule of contributions for the retirement plan. Page 27 is the notes to the schedule of contributions. Page 28 breaks down the financials between the two programs.

The auditors also submitted a recommendation letter. The letter talks about prior recommendations resubmitted. CCDDR has a very small staff. This letter goes to the Board every year so they can help oversee and make sure that internal controls are being followed. It also talks about the internal control structure. There is one finding that must go in there. Since Evers assisted with putting the financial statements together, they cannot be part of the internal control process. Another item that is discussed every year is the full accrual financial statements. Evers does help convert the financial statements from a modified cash basis to a full accrual. Any other small issues are also noted. There was one transaction that was in transit when they came to do field work. It was not in the check register and was posted as a payable rather than a check in transit. Their recommendation is to make sure that everything that is already written is on the bank statement as in transit rather than in the payables. There were also a couple of missing invoices. It is always recommended that invoices be maintained.

The last letter is the communication from the audit firm to the Board. This letter would include any issues that need to be discussed and has to be in writing. Page 1 talks about the new audit standards put into place for the year being audited, such as GASB 96 and GASB 101. It talks about the estimates that are in the financial statements. If there were any difficulties encountered during the audit, those would be reported. There were no difficulties. If there were disagreements with management, those would be

reported. There were no disagreements. Management, Ed and Jeanna, accepted responsibility for the financial statements in a letter dated March 12th, 2026. If any opinion shopping had happened, that would have been reported. There was none.

Motion by Paul DiBello, second Elizabeth Perkins to accept the 2024 Final Audit Report as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

Monthly Reports

Our Saviors Lighthouse (OSL)

There was no change from the previous month. OSL still serves 2 clients for day hab group services.

I Wonder Y Preschool (IWYP)

IWYP had no change from the previous month. They are still serving 3 one-on-one clients and another client receives services when school is not in session.

Children's Learning Center (CLC)

The Step Ahead program enrollment has not changed since last month. There are 35 children enrolled with 29 having identified special needs or developmental delays. There was an unannounced State licensing visit on April 1st and were found to be in full compliance. Quotes ranging from \$10,000 to \$15,000 to seal the playground were received. CLC will be completing the project themselves which will bring the cost down to under \$3,000 for materials. They will also be sanding and resealing that outdoor furniture and equipment during some breaks. The health department will be coming again on April 21st. They will bring a bicycle for the children to pedal and make smoothies to talk about healthy eating and movement. Muffins for Moms will be May 8th and all families are welcome to attend. Pizza 4 a Purpose raised over \$6,000. Adrienne applied for a United Way grant and requested funds for ADA door openers and replacement playground doors. The doors need to be replaced. CLC has begun transitioning to a new phone system with funds from the Community Foundation of the Lake grant.

Lake Area Industries (LAI)

LAI had a total of 60 employees in April. They ended March with a net income of \$8,000. This was mostly due to a \$5,000 grant from Community Foundation of the Lake and a \$1,000 donation in memory of an employee as well as another \$500 grant.

Packaging has been busy. Another creamer order is coming and there is lots of other bagging. Fishing rods and a tackle box should also be coming. Targets came in today. Natalie has been working on price increases for packaging customers.

The off-site work crew for Camden on the Lake is back to work and will be there 3 days a week for the rest of April. Trapshooting events will be more regular until June. DMH employment services are being coordinated. Natalie has been working with Jennifer and client guardians to start that process for employees on the off-site crews. The goal is to provide some services within the first 90 days.

A recycling event is coming up on April 25th through Solid Waste District T. All of the grants LAI is applying for this year will go toward a new truck that will help with these events. \$8,000 worth of

recycling was shipped out that was collected last year and Solid Waste District T is reimbursing for that. Gifted Gardens is open. Annuals arrived yesterday and perennials arrived today. Tropicals and other specialty items will arrive soon.

The Day for Choice was March 24th. There was a rally and a good showing of employees from across the state. LAI took 50 people there. A parent advocate was awarded advocate of the year and an employee received employee advocate of the year and won the art contest. They met with their Senator and Representative. LAI is working to complete adaptive wage case studies through an effort at the Federal level to take to the Department of Labor so they can try to rebrand subminimum wage into an adaptive wage.

LAI will be receiving proceeds from the Camden Rotary Club's Sudy Supper this fall. LAI will also be in the Dogwood Parade on the 25th. LAI opened bids for the recycling building project and bids came in a little higher than expected from \$998,000 to \$1.9 million. That cost just includes the building itself and not the baler and moving the electric poles. That would make the cheapest building cost \$1.1 million. The committee met and is going back to all the bidders to ask for revised bids and see if there are any cost-saving opportunities. LAI also plans to apply for a NAP grant which will not be awarded until July. DESE may have another grant round that would be great for the project. Right now LAI does not have enough resources to move forward but plans to put in a special funding request to ask for some assistance to go toward the project to get it started.

Brian Willey asked how big the building would be and if there is any specific shape. Natalie said that it is just under 10,000 square feet and is rectangular. Brian asked if it was brick or metal. Natalie said it was metal. Brian said he would call Natalie tomorrow because he has some ideas and might know some contractors who might be willing to help.

Committee Meetings (Updates)

Strategic Planning Committee Meeting (April 14, 2026)

The Committee did not meet and the meeting is being rescheduled.

Old Business for Discussion

None

New Business for Discussion

Disposal of Assets

Policy does not require Board approval for any assets that were individually purchased for less than \$6,000 prior to 2021 or less than \$12,000 after 2021. Ed still wanted to keep the Board informed since it will affect the financials once the assets are disposed of. Items being disposed of include the old Camdenton phone system, the old Osage Beach Office phone system, Keystone house lawnmower, old accessible door components from the Osage Beach Office, and the security glass and door code entry locks from the Osage Beach office. The security glass is still at that office because there was not really a way to remove or reuse it. Old laptops will be sent to the IT management company so that the hard drives can be cleaned and disposed of. A few of the old laptops will be kept as spares. Ed asked if there were any questions or objections. There were none.

CCDDR Reports

February 2026 Support Coordination Report

CCDDR has 356 clients at the end of February. As of today, there were 0 pending intakes, 2 approved intakes, 1 transfer in, 4 transfers out, and 1 discharge during February. People tend to move a lot during the summer months so that trend will probably continue. Medicaid eligibility at the end of February was

81.18%. Year to date Medicaid claim submission collection is at 99.87%. That is due to the rebilling efforts each month.

February 2026 Agency Economic Report

As of February, year to date SB 40 Tax and Services program incomes were higher than projected. As of February, year to date SB 40 Tax program expenses were lower than budgeted. The overage in office expenses was because the HP docking station warranties invoice was not paid until March and the offset from the restricted funds had not been recorded until the payment was made. Other general administrative expenses were over budget because the final invoice for the 20214 audit was not received and paid until January, although it was budgeted in December.

Motion by Elizabeth Perkins, second Paul DiBello to approve the reports as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

February 2026 Credit Card Statements

No questions and a vote not necessary.

Discussion & Conclusion of Resolutions

1. Resolution 2026-18: New Job Description – Community Relations Director

All new job descriptions must be approved by the Board. This position recognizes the needs for an employee to assist Ed with Community Relations. Ed sent this to the HR Committee and they deferred holding a meeting prior to submission to the full Board for discussion and conclusion. This position will help with things like the Council of Local Governments' contract. There is potential for a different contract in the future. The rest of the job will be PR (public and provider relations).

Motion by Elizabeth Perkins, second Brian Willey to approve Resolution 2026-18 as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

2. Resolution 2026-19: Amended Executive Director Job Description

The Executive Director job description has not been updated since 2014. The revisions make it a more detailed job description. The format was also cleaned up on all job descriptions so they all use the same exact format. The Human Resources Committee deferred holding a meeting prior to submission to the full Board for discussion and conclusion.

Motion by Elizabeth Perkins, second Paul DiBello to approve Resolution 2026-19 as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

3. **Resolution 2026-20: Approval to Lease Residential Building to an Employee**

An employee has approached Ed about possibly leasing the house. This resolution sets in motion the ability to lease to the employee. Several bids have come in and the cost of making repairs to get the house turn-key ready is around \$17,500 at this point, but more bids are coming. That is new carpet, new paint, and new decking on the front and back. That does not include having an electrician check the outlets, switches, and breaker panel to be sure everything is working as it should. Rent would be based on the low HUD Home Partnership Investment Program rent limit less utility allowances. This makes it affordable for the employee and will cover the cost of the repairs over a period of two to three years.

Motion by Brian Willey, second Kym Jones to approve Resolution 2026-20 as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

4. **Resolution 2026-21: Operational Reserves Account**

This resolution recognizes the money market account as the operational reserve account and any future account to which the money moves. The banking services RFP has been issued so banking could stay at Heritage Bank or move to a new bank. The resolution also restricts any reductions to the balance without Board approval, and that includes interest drawn. If operational reserves funds are needed, it would require Board approval.

Motion by Paul DiBello, second Elizabeth Perkins to approve Resolution 2026-21 as presented.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

Open Discussion

None

Public Comment

None

Adjournment of Open Session

Motion by Paul DiBello, second Elizabeth Perkins to adjourn the Open Session Board meeting.

AYE: Paul DiBello, Kym Jones, Laura Martin, Elizabeth Perkins, Brian Willey

NO: None

ABSTAIN: None

Motion carries.

The Open Session Board meeting was adjourned.

Board Chairperson/Other Board Member

Secretary/Other Board Member

OSL March 2026 Reports

Statement of Activity

Our Savior Lutheran Church DBA LighthouseCFDC (2)

March 1-31, 2026

| | TOTAL |
|-----------------------------------|--------------------|
| Revenue | |
| Subsidy Payment | 5,338.32 |
| Tuition | 10,221.90 |
| Total for Revenue | \$15,560.22 |
| Gross Profit | \$15,560.22 |
| Expenditures | |
| Curriculum | 98.33 |
| Food | 1,095.05 |
| Job Supplies | 222.06 |
| Office Supplies & Software | 315.63 |
| Payroll Expenses | |
| Taxes | 1,208.08 |
| Wages | 15,791.84 |
| Total for Payroll Expenses | \$16,999.92 |
| QuickBooks Payments Fees | 173.00 |
| Staff Functions | 43.83 |
| Telephone | 37.60 |
| Total for Expenditures | \$18,985.42 |
| Net Operating Revenue | -\$3,425.20 |
| Net Other Revenue | |
| Net Revenue | -\$3,425.20 |

Statement of Activity

Our Savior Lutheran Church DBA LighthouseCFDC (2)

January 1-March 31, 2026

| | TOTAL |
|---------------------------------------|--------------------|
| Revenue | |
| Subsidy Payment | 15,701.19 |
| Tuition | 31,112.60 |
| Total for Revenue | \$46,813.79 |
| Gross Profit | \$46,813.79 |
| Expenditures | |
| Activities | 15.85 |
| Bank Charges & Fees | 0.50 |
| Curriculum | 294.99 |
| Food | 2,812.84 |
| Interest and Penalty | |
| Interest | 0.24 |
| Penalty | 30.05 |
| Total for Interest and Penalty | \$30.29 |
| Interest Paid | 159.53 |
| Job Supplies | 390.05 |
| Legal & Professional Services | 20.00 |
| Office Supplies & Software | 471.56 |
| Payroll Expenses | |
| Taxes | 3,193.74 |
| Wages | 41,975.91 |
| Total for Payroll Expenses | \$45,169.65 |
| QuickBooks Payments Fees | 507.00 |
| Staff Functions | 111.91 |
| Telephone | 75.20 |
| Total for Expenditures | \$50,059.37 |
| Net Operating Revenue | -\$3,245.58 |
| Other Revenue | |
| Other Income | \$12.00 |
| Donations | 22,500.00 |
| Grant | 30,500.00 |
| Total for Other Income | \$53,012.00 |
| Total for Other Revenue | \$53,012.00 |
| Other Expenditures | |
| OS Transfers | 20,000.00 |
| Total for Other Expenditures | \$20,000.00 |
| Net Other Revenue | \$33,012.00 |
| Net Revenue | \$29,766.42 |

Statement of Financial Position Summary

Our Savior Lutheran Church DBA LighthouseCFDC (2)

As of Mar 31, 2026

| DISTRIBUTION ACCOUNT | TOTAL |
|---|--------------------|
| Assets | \$35,849.43 |
| Current Assets | \$37,304.49 |
| Bank Accounts | \$37,304.48 |
| Accounts Receivable | \$0.00 |
| Other Current Assets | \$0.01 |
| Total for Current Assets | \$37,304.49 |
| Fixed Assets | \$0.00 |
| Other Assets | -\$1,455.06 |
| Total for Assets | \$35,849.43 |
| Liabilities and Equity | \$35,849.43 |
| Liabilities | \$14,579.03 |
| Current Liabilities | \$4,610.00 |
| Accounts Payable | \$1,461.00 |
| Other Current Liabilities | \$3,149.00 |
| Total for Current Liabilities | \$4,610.00 |
| Long-term Liabilities | \$9,969.03 |
| Total for Liabilities | \$14,579.03 |
| Equity | \$21,270.40 |
| Total for Liabilities and Equity | \$35,849.43 |

Statement of Cash Flows

Our Savior Lutheran Church DBA LighthouseCFDC (2)

March 1-31, 2026

| FULL NAME | TOTAL |
|---|---------------------|
| OPERATING ACTIVITIES | |
| Net Income | -3,425.20 |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations: | |
| Accounts Payable (A/P) | -8,539.00 |
| Direct Deposit Payable | 0.00 |
| Payroll Liabilities:Daycare Half Days Employee Discount | 412.50 |
| Payroll Liabilities:Federal Taxes (941/944) | 514.14 |
| Payroll Liabilities:MO Income Tax | 245.00 |
| Payroll Liabilities:MO Unemployment Tax | 0.00 |
| Total for Adjustments to reconcile Net Revenue to Net Cash provided by operations: | -\$7,367.36 |
| Net cash provided by operating activities | -\$10,792.56 |
| INVESTING ACTIVITIES | |
| FINANCING ACTIVITIES | |
| NET CASH INCREASE FOR PERIOD | -\$10,792.56 |
| Cash at beginning of period | \$48,097.04 |
| CASH AT END OF PERIOD | \$37,304.48 |

Statement of Cash Flows

Our Savior Lutheran Church DBA LighthouseCFDC (2)

January 1-March 31, 2026

| FULL NAME | TOTAL |
|---|--------------------|
| OPERATING ACTIVITIES | |
| Net Income | 29,766.42 |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations: | |
| Accounts Payable (A/P) | 1,461.00 |
| Direct Deposit Payable | 0.00 |
| Payroll Liabilities:Daycare Half Days Employee Discount | 1,072.50 |
| Payroll Liabilities:Federal Taxes (941/944) | -1,552.24 |
| Payroll Liabilities:MO Income Tax | 71.00 |
| Payroll Liabilities:MO Unemployment Tax | 0.00 |
| Total for Adjustments to reconcile Net Revenue to Net Cash provided by operations: | \$1,052.26 |
| Net cash provided by operating activities | \$30,818.68 |
| INVESTING ACTIVITIES | |
| OS941Accrual | 259.28 |
| Net cash provided by investing activities | \$259.28 |
| FINANCING ACTIVITIES | |
| OakStar Loan | -5,059.98 |
| Net cash provided by financing activities | -\$5,059.98 |
| NET CASH INCREASE FOR PERIOD | \$26,017.98 |
| Cash at beginning of period | \$11,286.50 |
| CASH AT END OF PERIOD | \$37,304.48 |

IWYP March 2026 Reports

Narrative:

I Wonder Y Preschool and WAVE Childcare are not for profit, 501(c)3 Missouri Methodist supported children's programs dedicated to providing exceptional care to children 3 to 12 years of age. Highly qualified staff provide gentle and loving support to children with the primary goal of aiding each child to reach their fullest potential. Independently created curriculum incorporates a skill set geared toward individual goals and is focused on reaching physical, mental, and spiritual growth in a safe environment. I Wonder Y Preschool and WAVE Childcare are housed by Camdenton United Methodist Church and gladly accepts subsidized payments to help support family needs. All child care programs strive to create an environment that is inclusive to the needs of each child while fostering a love of learning and friendships. Inquiries into the various outreach programs supported by Camdenton United Methodist can be made by calling 573-346-5350 or visiting our website at CamUMC.org.

CamUMC currently offers support through several children and youth programs. The current attendance numbers are:

22 I Wonder Y Preschoolers

23 WAVE After-School Care (Elementary Age)

25 CamUMC J-Force (Youth- Elementary Age)

10 CamUMCYF (Youth- Junior High and High School Age)

Currently, three participants qualify for CCDDR assistance for one-on-one care. We offer an avg. of 8.5 hours of care for these children each day (Monday-Friday, one participant attends only when Camden Schools are not in session).

All programs will close May 22-25. We will resume programs on Tuesday May 26th.

The Preschool Graduation Ceremony will be held Tuesday, May 12th.

Summer Sessions are to begin May 26th.

J Force and Youth meetings are held every week during the school session months and include special outings.

Preschool is offered Monday - Friday 7:00 am - 5:30 pm

All Day School-Age care is offered Monday - Friday 7:30 am - 5:30 pm, and After-School care is offered Monday - Friday 3:30 pm - 5:30 pm.

All programs follow Camden R-III inclement weather closings.

CamUMC I Wonder Y Preschool
Cash Flow Statement March 2026

| Inflow: | YTD March. 2026 | |
|--|---------------------|---------------------|
| Tuitions: | \$ 8354.47 | \$ 28897.13 |
| Donations: | \$ 400.00 | \$ 1200.00 |
| DESE: | \$ * 1,732.50 | \$ * 4775.85 |
| CCDDR: | \$ 2614.38 | \$ 8204.70 |
| DESE Remittance: | \$ 0.0 | \$ 0.0 |
| Total Income: | \$ 13101.35 | \$ 43077.68 |
| Outflow: | | |
| Staff Expenses: | \$ 9474.50 | \$ 38719.25 |
| Food: | \$ 842.22 | \$ 3460.14 |
| Supplies: | \$ 255.08 | \$ 1364.53 |
| Misc Expenses: (printer, shared utilities) | \$ 350.00 | \$ 1050.00 |
| Training | \$ 16.00 | \$ 51.00 |
| Total Expenses: | \$ 10937.80 | \$ 44644.92 |
| Total cash in = | \$ 13101.35 | \$ 43077.68 |
| Total cash out = | \$ 10937.80 | \$ 44644.92 |
| Total profit = | \$ 2163.55 | \$ -1567.24 |
| Net liquidity = | \$ 14852.00 | \$ 14852.00 |
| Net Assets = | \$ 275439.00 | \$ 275439.00 |
| Net liabilities = | \$ 7996.06 | \$ 7996.06 |
| Net equity= | \$ 6855.94 | \$ 6855.94 |
| Shareholders equity = | \$ 275439.00 | \$ 275439.00 |

*Error in processing payments from DESE. Some of these are in remittance review as of 03/03/2025. In February of 2025, we received a total of \$4553.09 in remittance payments from DESE and those figures will reflect on the Feb. 2025 Cash Flow statement. For this year, I will include a space for remittance payments to better reflect overall cash flow.

CLC March 2026 Reports



SB40/CCDDR
May 2026

CHILDREN'S LEARNING CENTER
AGENCY UPDATE/PROGRESS REPORT
April 13, 2026

Child Count / Attendance:

The Step Ahead program currently serves 35 enrolled children.

Of these, 29 children have identified special needs or developmental delays.

Current attendance includes:

- 4 full-time one-on-one children
- 1 part-time one-on-one child
- 1 one-on-one child attending after school
- 19 day habilitation children with varying schedules

Community Events:

General Program News:

- We've received quotes between \$10,000 and \$15,000 to seal our playground. To be cost-effective, we've decided to complete the project ourselves, bringing the cost down to under \$3,000 for materials. We also plan to sand and reseal our outdoor wooden furniture and equipment.

Program Activities:

- Katie from the Health Department is coming to CLC on April 21st and she's bringing a bicycle in for the children to pedal and make smoothies to incorporate movement and healthy eating into the program.
- Muffins for mom is on May 8th, all families are invited to attend.

Grants / Fundraisers:

- Pizza for a Purpose raised a little over \$6,000.
- Adrienne applied for the United Way Grant. This grant request is asking for funds for ADA door openers and replacement playground doors.
- We have begun transitioning from our old phone system to a new one with funds from the Community Foundation of the Lake grant. In planning for future growth, we secured funding for extra phones to support expansion, helping to minimize future expenses.

CHILDREN'S LEARNING CENTER

Statement of Activity

January - March, 2026

| | FIRST STEPS | STEP AHEAD | NOT SPECIFIED | TOTAL |
|--|-------------------|---------------------|---------------|---------------------|
| Revenue | | | | |
| 40000 INCOME | | | | \$0.00 |
| 41000 Contributions & Grants | | | | \$0.00 |
| 41100 CACFP | | 5,331.61 | | \$5,331.61 |
| 41200 Camden County SB40 | 4,213.98 | 87,809.34 | | \$92,023.32 |
| Total 41000 Contributions & Grants | 4,213.98 | 93,140.95 | | \$97,354.93 |
| 42000 Program Services | | | | \$0.00 |
| 42100 First Steps | | | | \$0.00 |
| 42130 Natural Environment Mileage | 378.63 | | | \$378.63 |
| 42150 Physical Therapy | 2,950.00 | | | \$2,950.00 |
| 42170 Speech/Language Therapy | 1,270.00 | | | \$1,270.00 |
| Total 42100 First Steps | 4,598.63 | | | \$4,598.63 |
| Total 42000 Program Services | 4,598.63 | | | \$4,598.63 |
| 43000 Tuition | | | | \$0.00 |
| 43500 Tuition | | 2,880.00 | | \$2,880.00 |
| 43505 Subsidy Tuition | | 4,182.80 | | \$4,182.80 |
| Total 43500 Tuition | | 7,062.80 | | \$7,062.80 |
| Total 43000 Tuition | | 7,062.80 | | \$7,062.80 |
| 45000 Other Revenue | | 7,290.00 | | \$7,290.00 |
| 45200 Fundraising Income | | | | \$0.00 |
| 45280 Pizza For A Purpose | | 6,419.49 | | \$6,419.49 |
| Total 45200 Fundraising Income | | 6,419.49 | | \$6,419.49 |
| 45300 Donation Income | | | | \$0.00 |
| 45310 Donations | | 5,767.30 | | \$5,767.30 |
| Total 45300 Donation Income | | 5,767.30 | | \$5,767.30 |
| Total 45000 Other Revenue | | 19,476.79 | | \$19,476.79 |
| Total 40000 INCOME | 8,812.61 | 119,680.54 | | \$128,493.15 |
| Total Revenue | \$8,812.61 | \$119,680.54 | \$0.00 | \$128,493.15 |
| GROSS PROFIT | \$8,812.61 | \$119,680.54 | \$0.00 | \$128,493.15 |
| Expenditures | | | | |
| 50000 EXPENDITURES | | | | \$0.00 |
| 51000 Payroll Expenditures | | | | \$0.00 |
| 51100 Employee Salaries | | 74,903.44 | | \$74,903.44 |
| 51400 Employee Retirement | | 1,100.00 | | \$1,100.00 |
| 51500 Employee Taxes | | 6,212.46 | | \$6,212.46 |
| 51800 Payroll Bank/Electronic Transaction Fees | | 9.73 | | \$9.73 |
| 51900 Workermans Comp Insurance | | 4,845.00 | | \$4,845.00 |
| Total 51000 Payroll Expenditures | | 87,070.63 | | \$87,070.63 |
| 52000 Advertising/Promotional | | 267.78 | | \$267.78 |
| 53000 Equipment | | 1,399.90 | | \$1,399.90 |
| 54000 Fundraising/Grants | | | | \$0.00 |
| 54700 Pizza For A Purpose | | 1,094.50 | | \$1,094.50 |

| | FIRST STEPS | STEP AHEAD | NOT SPECIFIED | TOTAL |
|---|-------------------|---------------------|---------------|---------------------|
| Total 54000 Fundraising/Grants | | 1,094.50 | | \$1,094.50 |
| 55000 Insurance | | | | \$0.00 |
| 55200 Commercial General Liability | 445.00 | 1,780.00 | | \$2,225.00 |
| 55300 Commercial Property | 542.80 | 2,171.20 | | \$2,714.00 |
| 55400 Director's & Officers | 90.00 | 360.00 | | \$450.00 |
| 55500 Hired & Non-Owned Auto | 113.60 | 454.40 | | \$568.00 |
| 55700 Crime Policy | 236.40 | 945.60 | | \$1,182.00 |
| Total 55000 Insurance | 1,427.80 | 5,711.20 | | \$7,139.00 |
| 56000 Office Expenditures | | | | \$0.00 |
| 56100 Copy Machine | 10.78 | 43.13 | | \$53.91 |
| 56300 Office Supplies | 27.21 | 179.84 | | \$207.05 |
| Total 56000 Office Expenditures | 37.99 | 222.97 | | \$260.96 |
| 57000 Office/General Administrative Expenditures | | 143.10 | | \$143.10 |
| 57160 QuickBooks Payments Fees | 10.00 | 802.69 | | \$812.69 |
| 57200 Bank Charges | | | | \$0.00 |
| 57220 Stop Payment/Return Check Fees | | 160.00 | | \$160.00 |
| Total 57200 Bank Charges | | 160.00 | | \$160.00 |
| 57400 Child Management Software | | 105.00 | | \$105.00 |
| 57700 Membership/Association Dues | | 110.00 | | \$110.00 |
| Total 57000 Office/General Administrative Expenditures | 10.00 | 1,320.79 | | \$1,330.79 |
| 58000 Operating Supplies | | | | \$0.00 |
| 58100 Classroom Consumables | | 56.54 | | \$56.54 |
| 58200 Dining | | 4,199.61 | | \$4,199.61 |
| 58400 Sanitizing | | 389.78 | | \$389.78 |
| Total 58000 Operating Supplies | | 4,645.93 | | \$4,645.93 |
| 59000 Program Service Fees | | | | \$0.00 |
| 59100 First Steps | | | | \$0.00 |
| 59130 Natural Environment Mileage | 378.63 | | | \$378.63 |
| 59150 Physical Therapy | 2,253.74 | | | \$2,253.74 |
| 59170 Speech/Language Therapy | 973.12 | | | \$973.12 |
| Total 59100 First Steps | | | | |
| Total 59000 Program Service Fees | 3,605.49 | | | \$3,605.49 |
| 62000 Safety & Security | 97.40 | 882.68 | | \$980.08 |
| 63000 Utilities | | | | \$0.00 |
| 63100 Electric | 284.40 | 1,137.56 | | \$1,421.96 |
| 63200 Internet | 61.24 | 245.01 | | \$306.25 |
| 63300 Telephone | 90.00 | 360.00 | | \$450.00 |
| 63400 Trash Service | | 148.05 | | \$148.05 |
| 63500 Water Softener | | 55.55 | | \$55.55 |
| Total 63000 Utilities | 435.64 | 1,946.17 | | \$2,381.81 |
| Total 50000 EXPENDITURES | 5,614.32 | 104,562.55 | | \$110,176.87 |
| Payroll Expenses | | | | \$0.00 |
| Company Contributions | | | | \$0.00 |
| Retirement | | 660.00 | | \$660.00 |
| Total Company Contributions | | 660.00 | | \$660.00 |
| Total Payroll Expenses | | 660.00 | | \$660.00 |
| Total Expenditures | \$5,614.32 | \$105,222.55 | \$0.00 | \$110,836.87 |
| NET OPERATING REVENUE | \$3,198.29 | \$14,457.99 | \$0.00 | \$17,656.28 |

| | FIRST STEPS | STEP AHEAD | NOT SPECIFIED | TOTAL |
|-------------|-------------|-------------|---------------|-------------|
| NET REVENUE | \$3,198.29 | \$14,457.99 | \$0.00 | \$17,656.28 |

CHILDREN'S LEARNING CENTER

Statement of Activity

March 2026

| | FIRST STEPS | STEP AHEAD | NOT SPECIFIED | TOTAL |
|---|-------------------|--------------------|---------------|--------------------|
| Revenue | | | | |
| 40000 INCOME | | | | \$0.00 |
| 41000 Contributions & Grants | | | | \$0.00 |
| 41100 CACFP | | 2,230.77 | | \$2,230.77 |
| 41200 Camden County SB40 | 2,209.77 | 47,793.40 | | \$50,003.17 |
| Total 41000 Contributions & Grants | 2,209.77 | 50,024.17 | | \$52,233.94 |
| 42000 Program Services | | | | \$0.00 |
| 42100 First Steps | | | | \$0.00 |
| 42130 Natural Environment Mileage | 215.39 | | | \$215.39 |
| 42150 Physical Therapy | 1,452.50 | | | \$1,452.50 |
| 42170 Speech/Language Therapy | 823.75 | | | \$823.75 |
| Total 42100 First Steps | 2,491.64 | | | \$2,491.64 |
| Total 42000 Program Services | 2,491.64 | | | \$2,491.64 |
| 43000 Tuition | | | | \$0.00 |
| 43500 Tuition | | 960.00 | | \$960.00 |
| 43505 Subsidy Tuition | | 1,168.75 | | \$1,168.75 |
| Total 43500 Tuition | | 2,128.75 | | \$2,128.75 |
| Total 43000 Tuition | | 2,128.75 | | \$2,128.75 |
| 45000 Other Revenue | | 2,350.00 | | \$2,350.00 |
| 45200 Fundraising Income | | | | \$0.00 |
| 45280 Pizza For A Purpose | | 5,919.49 | | \$5,919.49 |
| Total 45200 Fundraising Income | | 5,919.49 | | \$5,919.49 |
| 45300 Donation Income | | | | \$0.00 |
| 45310 Donations | | 5,075.00 | | \$5,075.00 |
| Total 45300 Donation Income | | 5,075.00 | | \$5,075.00 |
| Total 45000 Other Revenue | | 13,344.49 | | \$13,344.49 |
| Total 40000 INCOME | 4,701.41 | 65,497.41 | | \$70,198.82 |
| Total Revenue | \$4,701.41 | \$65,497.41 | \$0.00 | \$70,198.82 |
| GROSS PROFIT | \$4,701.41 | \$65,497.41 | \$0.00 | \$70,198.82 |
| Expenditures | | | | |
| 50000 EXPENDITURES | | | | \$0.00 |
| 51000 Payroll Expenditures | | | | \$0.00 |
| 51100 Employee Salaries | | 24,008.30 | | \$24,008.30 |
| 51400 Employee Retirement | | 220.00 | | \$220.00 |
| 51500 Employee Taxes | | 2,049.25 | | \$2,049.25 |
| 51900 Workermans Comp Insurance | | 2,374.00 | | \$2,374.00 |
| Total 51000 Payroll Expenditures | | 28,651.55 | | \$28,651.55 |
| 52000 Advertising/Promotional | | 107.78 | | \$107.78 |
| 53000 Equipment | | 1,399.90 | | \$1,399.90 |
| 54000 Fundraising/Grants | | | | \$0.00 |
| 54700 Pizza For A Purpose | | 1,094.50 | | \$1,094.50 |
| Total 54000 Fundraising/Grants | | 1,094.50 | | \$1,094.50 |

| | FIRST STEPS | STEP AHEAD | NOT SPECIFIED | TOTAL |
|---|-------------------|--------------------|---------------|--------------------|
| 55000 Insurance | | | | \$0.00 |
| 55700 Crime Policy | 12.40 | 49.60 | | \$62.00 |
| Total 55000 Insurance | 12.40 | 49.60 | | \$62.00 |
| 56000 Office Expenditures | | | | \$0.00 |
| 56100 Copy Machine | 5.01 | 20.06 | | \$25.07 |
| 56300 Office Supplies | | 25.99 | | \$25.99 |
| Total 56000 Office Expenditures | 5.01 | 46.05 | | \$51.06 |
| 57000 Office/General Administrative Expenditures | | 112.80 | | \$112.80 |
| 57160 QuickBooks Payments Fees | | 245.60 | | \$245.60 |
| 57200 Bank Charges | | | | \$0.00 |
| 57220 Stop Payment/Return Check Fees | | 160.00 | | \$160.00 |
| Total 57200 Bank Charges | | 160.00 | | \$160.00 |
| 57400 Child Management Software | | 35.00 | | \$35.00 |
| Total 57000 Office/General Administrative Expenditures | | 553.40 | | \$553.40 |
| 58000 Operating Supplies | | | | \$0.00 |
| 58100 Classroom Consumables | | 5.64 | | \$5.64 |
| 58200 Dining | | 1,283.01 | | \$1,283.01 |
| 58400 Sanitizing | | 163.94 | | \$163.94 |
| Total 58000 Operating Supplies | | 1,452.59 | | \$1,452.59 |
| 62000 Safety & Security | 5.80 | 211.18 | | \$216.98 |
| 63000 Utilities | | | | \$0.00 |
| 63100 Electric | 89.71 | 358.83 | | \$448.54 |
| 63200 Internet | 25.32 | 101.30 | | \$126.62 |
| 63300 Telephone | 30.00 | 120.00 | | \$150.00 |
| 63400 Trash Service | | 49.35 | | \$49.35 |
| Total 63000 Utilities | 145.03 | 629.48 | | \$774.51 |
| Total 50000 EXPENDITURES | 168.24 | 34,196.03 | | \$34,364.27 |
| Payroll Expenses | | | | \$0.00 |
| Company Contributions | | | | \$0.00 |
| Retirement | | 220.00 | | \$220.00 |
| Total Company Contributions | | 220.00 | | \$220.00 |
| Total Payroll Expenses | | 220.00 | | \$220.00 |
| Total Expenditures | \$168.24 | \$34,416.03 | \$0.00 | \$34,584.27 |
| NET OPERATING REVENUE | \$4,533.17 | \$31,081.38 | \$0.00 | \$35,614.55 |
| NET REVENUE | \$4,533.17 | \$31,081.38 | \$0.00 | \$35,614.55 |

CHILDREN'S LEARNING CENTER

Statement of Cash Flows

January - March, 2026

| | TOTAL |
|---|---------------------|
| OPERATING ACTIVITIES | |
| Net Revenue | 17,656.28 |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations: | |
| Accounts Receivable (A/R) | -160.00 |
| QuickBooks Tax Holding Account | 2,660.19 |
| Accounts Payable (A/P) | 2,824.93 |
| 21000 CBOLO MasterCard -8027 | 888.64 |
| 21200 Kroger-DS1634 CLC | -1,567.63 |
| 22300 Payroll Liabilities:Federal Taxes (941/944) | 0.00 |
| 22400 Payroll Liabilities:MO Income Tax | -81.00 |
| 22500 Payroll Liabilities:MO Unemployment Tax | 456.89 |
| Direct Deposit Payable | 11,287.66 |
| Payroll Liabilities:Ascensus | 1,320.00 |
| Total Adjustments to reconcile Net Revenue to Net Cash provided by operations: | 17,629.68 |
| Net cash provided by operating activities | \$35,285.96 |
| FINANCING ACTIVITIES | |
| Retained Earnings | 61.51 |
| Net cash provided by financing activities | \$61.51 |
| NET CASH INCREASE FOR PERIOD | \$35,347.47 |
| Cash at beginning of period | 248,280.05 |
| CASH AT END OF PERIOD | \$283,627.52 |

CHILDREN'S LEARNING CENTER

Statement of Cash Flows

March 2026

| | TOTAL |
|---|---------------------|
| OPERATING ACTIVITIES | |
| Net Revenue | 35,614.55 |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations: | |
| Accounts Receivable (A/R) | -50.00 |
| QuickBooks Tax Holding Account | 2,569.89 |
| Accounts Payable (A/P) | 3,027.83 |
| 21000 CBOLO MasterCard -8027 | 352.52 |
| 21200 Kroger-DS1634 CLC | -1,553.88 |
| 22300 Payroll Liabilities:Federal Taxes (941/944) | 0.00 |
| 22400 Payroll Liabilities:MO Income Tax | -14.00 |
| 22500 Payroll Liabilities:MO Unemployment Tax | 212.58 |
| Direct Deposit Payable | 10,463.71 |
| Payroll Liabilities:Ascensus | 440.00 |
| Total Adjustments to reconcile Net Revenue to Net Cash provided by operations: | 15,448.65 |
| Net cash provided by operating activities | \$51,063.20 |
| NET CASH INCREASE FOR PERIOD | \$51,063.20 |
| Cash at beginning of period | 232,564.32 |
| CASH AT END OF PERIOD | \$283,627.52 |

CHILDREN'S LEARNING CENTER

Statement of Financial Position

As of March 31, 2026

| | TOTAL |
|--|---------------------|
| ASSETS | |
| Current Assets | |
| Bank Accounts | |
| 11000 CBOLO Checking | 230,611.46 |
| 12000 Community Foundation of the Ozarks | 52,726.06 |
| Total Bank Accounts | \$283,337.52 |
| Accounts Receivable | |
| Accounts Receivable (A/R) | 130.00 |
| Total Accounts Receivable | \$130.00 |
| Other Current Assets | |
| 14000 Undeposited Funds | 290.00 |
| Cash Advance | 700.00 |
| Payroll Corrections | -464.47 |
| Prepaid Expenses | 7,971.74 |
| QuickBooks Tax Holding Account | 1,064.33 |
| Repayment | |
| Cash Advance Repayment | -1,000.00 |
| Total Repayment | -1,000.00 |
| Total Other Current Assets | \$8,561.60 |
| Total Current Assets | \$292,029.12 |
| TOTAL ASSETS | \$292,029.12 |
| LIABILITIES AND EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| Accounts Payable (A/P) | 3,112.93 |
| Total Accounts Payable | \$3,112.93 |
| Credit Cards | |
| 21000 CBOLO MasterCard -8027 | 653.19 |
| 21200 Kroger-DS1634 CLC | -944.33 |
| Total Credit Cards | \$ -291.14 |
| Other Current Liabilities | |
| 22000 Payroll Liabilities | 110.29 |
| 22100 Anthem | 2,191.63 |
| 22200 Childcare Tuition | 3,141.44 |
| 22300 Federal Taxes (941/944) | -8,320.79 |
| 22400 MO Income Tax | -2,488.48 |
| 22500 MO Unemployment Tax | -687.27 |
| 22600 Primevest Financial | 448.19 |
| Aflac | 8,859.15 |
| Alera | 9,354.60 |
| Ascensus | 24,055.00 |
| Globe Life - After Tax | 147.81 |

| | TOTAL |
|---|---------------------|
| Globe Life - After Tax Life Insurance Children | 157.08 |
| Globe Life Accidental Insurance - Pre-Tax Insurance | 903.09 |
| Globe Life After Tax | 113.52 |
| Health Care (United HealthCare) | 821.87 |
| US Department of Education | 1,115.65 |
| Total 22000 Payroll Liabilities | 39,922.78 |
| Direct Deposit Payable | -50.00 |
| Total Other Current Liabilities | \$39,872.78 |
| Total Current Liabilities | \$42,694.57 |
| Total Liabilities | \$42,694.57 |
| Equity | |
| 30000 Opening Balance Equity | 16,194.08 |
| Retained Earnings | 215,484.19 |
| Net Revenue | 17,656.28 |
| Total Equity | \$249,334.55 |
| TOTAL LIABILITIES AND EQUITY | \$292,029.12 |

CHILDREN'S LEARNING CENTER

A/P Aging Summary

As of March 31, 2026

| | CURRENT | 1 - 30 | 31 - 60 | 61 - 90 | 91 AND OVER | TOTAL |
|----------------------------|-------------------|---------------|---------------|---------------|---------------|-------------------|
| Advantage Chemical Systems | 110.00 | | | | | \$110.00 |
| Bankcard Services | 1,719.92 | | | | | \$1,719.92 |
| Kroger/Gerbes | 1,283.01 | | | | | \$1,283.01 |
| TOTAL | \$3,112.93 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$3,112.93 |

CHILDREN'S LEARNING CENTER

A/P Aging Summary

As of March 31, 2026

| | CURRENT | 1 - 30 | 31 - 60 | 61 - 90 | 91 AND OVER | TOTAL |
|----------------------------|-------------------|---------------|---------------|---------------|---------------|-------------------|
| Advantage Chemical Systems | 110.00 | | | | | \$110.00 |
| Bankcard Services | 1,719.92 | | | | | \$1,719.92 |
| Kroger/Gerbes | 1,283.01 | | | | | \$1,283.01 |
| TOTAL | \$3,112.93 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$3,112.93 |

CHILDREN'S LEARNING CENTER

A/R Aging Summary

As of March 31, 2026

| | CURRENT | 1 - 30 | 31 - 60 | 61 - 90 | 91 AND OVER | TOTAL |
|--------------|-------------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| X | | -150.00 | | | | \$ -150.00 |
| | | -50.00 | | | | \$ -50.00 |
| | -90.00 | | 90.00 | | | \$0.00 |
| | | 150.00 | | | 20.00 | \$170.00 |
| | | -270.00 | | | | \$ -270.00 |
| | | | 90.00 | | | \$90.00 |
| | | 100.00 | | | | \$100.00 |
| | | -510.00 | | | | \$ -510.00 |
| | | 50.00 | | | | \$50.00 |
| | -50.00 | | | | 50.00 | \$ -50.00 |
| | | 50.00 | | | | \$50.00 |
| | | 100.00 | 100.00 | 100.00 | 200.00 | \$500.00 |
| | | 150.00 | | | | \$150.00 |
| TOTAL | \$ -140.00 | \$ -380.00 | \$280.00 | \$150.00 | \$220.00 | \$130.00 |

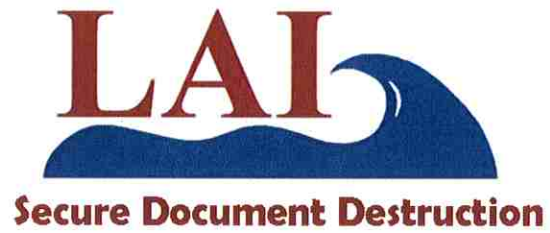
CHILDREN'S LEARNING CENTER

A/R Aging Summary

As of March 31, 2026

| | CURRENT | 1 - 30 | 31 - 60 | 61 - 90 | 91 AND OVER | TOTAL |
|--------------|-------------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| X | | -150.00 | | | | \$ -150.00 |
| | | -50.00 | | | | \$ -50.00 |
| | -90.00 | | 90.00 | | | \$0.00 |
| | | 150.00 | | | 20.00 | \$170.00 |
| | | -270.00 | | | | \$ -270.00 |
| | | | 90.00 | | | \$90.00 |
| | | 100.00 | | | | \$100.00 |
| | | -510.00 | | | | \$ -510.00 |
| | | 50.00 | | | | \$50.00 |
| | -50.00 | | | | 50.00 | \$ -50.00 |
| | | 50.00 | | | | \$50.00 |
| | | 100.00 | 100.00 | 100.00 | 200.00 | \$500.00 |
| | | 150.00 | | | | \$150.00 |
| TOTAL | \$ -140.00 | \$ -380.00 | \$280.00 | \$150.00 | \$220.00 | \$130.00 |

LAI March 2026 Reports



Monthly Financial Reports

Lake Area Industries, Inc.

March 31, 2026

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

| | March 31, 2026 | March 31, 2025 |
|---|------------------|------------------|
| ASSETS | | |
| Current Assets | | |
| Total Bank Accounts | 567,076 | 223,960 |
| Total Accounts Receivable | 67,576 | 111,276 |
| Other Current Assets | | |
| CASH | 900 | 940 |
| Certificates of Deposit | 724,086 | 962,307 |
| Community Foundation of the Ozarks Agency Partner Account | 1,987 | 1,917 |
| INVENTORY | 14,662 | 7,020 |
| Undeposited Funds | 0 | (507) |
| Total Other Current Assets | 741,635 | 971,677 |
| Total Current Assets | 1,376,288 | 1,306,912 |
| Fixed Assets | | |
| ACCUMULATED DEPRECIATION | (916,021) | (914,329) |
| AUTO AND TRUCK | 259,947 | 259,947 |
| BUILDING | 392,982 | 418,508 |
| FURN & FIX ORIGINAL VALUE | 19,284 | 19,284 |
| GH RETAIL STORE | 14,355 | 16,505 |
| GREENHOUSE EQUIPMENT | 2,870 | 2,870 |
| LAND | 33,324 | 33,324 |
| LAND IMPROVEMENT | 157,239 | 179,952 |
| MACHINERY & EQUIPMENT | 236,691 | 237,291 |
| OFFICE EQUIPMENT | 11,066 | 9,106 |
| Sewer Equipment | 19,354 | 19,354 |
| SHREDDING EQUIPMENT | 71,022 | 45,572 |
| Total Fixed Assets | 302,111 | 327,382 |
| UTILITY DEPOSITS | 554 | 554 |
| TOTAL ASSETS | 1,678,953 | 1,634,848 |
| LIABILITIES AND EQUITY | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | | |
| Accounts Payable | 10,288 | 6,203 |
| Total Accounts Payable | 10,288 | 6,203 |
| Total Credit Cards | 6,016 | 3,191 |
| Other Current Liabilities | | |
| ACCRUED WAGES | 13,116 | 6,434 |
| Gift Certificate Payable | 150 | 0 |
| Missouri Department of Revenue Payable | 226 | 0 |
| Total Other Current Liabilities | 13,492 | 6,434 |
| Total Current Liabilities | 29,796 | 15,828 |
| Total Liabilities | 29,796 | 15,828 |
| Equity | | |
| Designated Net Assets for Recycling Building Project | 500,000 | |
| Opening Balance Equity | 0 | 0 |
| Unrestricted Net Assets | 1,137,197 | 1,602,828 |
| Net Income | 20,351 | 16,192 |
| Total Equity | 1,657,548 | 1,619,020 |
| TOTAL LIABILITIES AND EQUITY | 1,687,343 | 1,634,848 |

Lake Area Industries, Inc. Budget vs. Actuals

| | Mar 2026 | | | YTD | | |
|-----------------------------------|-----------------|-----------------|----------------|------------------|------------------|-----------------|
| | Actual | Budget | over Budget | Actual | Budget | over Budget |
| Income | | | | | | |
| CONTRACT PACKAGING | 25,835 | 16,595 | 9,240 | 76,143 | 49,784 | 26,359 |
| GREENHOUSE SALES | | 4,566 | (4,566) | 0 | 13,697 | (13,697) |
| OFF-SITE WORK | 9,795 | 12,030 | (2,235) | 26,576 | 36,091 | (9,515) |
| Recycling Income | 5,444 | 7,554 | (2,111) | 12,388 | 22,663 | (10,275) |
| Total Income | 41,073 | 40,745 | 329 | 115,107 | 122,235 | (7,128) |
| Cost of Goods Sold | | | | | | |
| CONTRACT LABOR | 182 | | 182 | 557 | 0 | 557 |
| Cost of Goods Sold | 1,505 | 1,557 | (52) | 4,246 | 4,670 | (424) |
| GG PLANTS & SUPPLIES | | 2,863 | (2,863) | 0 | 8,590 | (8,590) |
| MTA Food Counter | 309 | 1,116 | (807) | 97 | 3,348 | (3,251) |
| WAGES-EMPLOYEES | 27,421 | 28,922 | (1,501) | 78,233 | 86,765 | (8,532) |
| Total Cost of Goods Sold | 29,416 | 34,457 | (5,041) | 83,133 | 103,372 | (20,240) |
| Gross Profit | 11,657 | 6,287 | 5,370 | 31,974 | 18,862 | 13,112 |
| Expenses | | | | | | |
| ACCTG. & AUDIT FEES | | 5,000 | (5,000) | 4,000 | 12,500 | (8,500) |
| ALL OTHER EXPENSES | 7,881 | 3,323 | 4,558 | 10,987 | 9,970 | 1,017 |
| EQUIP. PURCHASES & MAINTENANCE | 2,169 | 4,332 | (2,163) | 6,559 | 12,995 | (6,436) |
| INSURANCE | 3,349 | 3,892 | (543) | 6,695 | 11,675 | (4,980) |
| NON MANUFACTURING SUPPLIES | 51 | 318 | (267) | 1,020 | 954 | 66 |
| PAYROLL | 32,510 | 33,121 | (611) | 102,937 | 99,362 | 3,575 |
| PAYROLL EXP & BENEFITS | 11,325 | 11,706 | (381) | 36,992 | 35,117 | 1,875 |
| PROFESSIONAL SERVICES | 2,394 | 2,039 | 355 | 6,749 | 6,116 | 633 |
| UTILITIES | 1,726 | 1,910 | (184) | 6,076 | 5,729 | 347 |
| Total Expenses | 61,404 | 65,639 | (4,236) | 182,015 | 194,418 | (12,404) |
| Net Operating Income | (49,747) | (59,352) | 9,605 | (150,040) | (175,556) | 25,516 |
| Other Income | | | | | | |
| DMH Employment Services Revenue | | 6,917 | (6,917) | 0 | 20,750 | (20,750) |
| INTEREST INCOME | 2,738 | 2,917 | (178) | 6,728 | 8,750 | (2,022) |
| MISCELLANEOUS INCOME | 5 | | 5 | 17 | 0 | 17 |
| OTHER CONTRIBUTIONS | 6,608 | | 6,608 | 28,995 | 0 | 28,995 |
| SB-40 REVENUE | 19,356 | 19,301 | 55 | 51,429 | 57,902 | (6,472) |
| STATE AID | 29,927 | 26,260 | 3,668 | 83,222 | 78,779 | 4,443 |
| Total Other Income | 58,634 | 55,394 | 3,241 | 170,391 | 166,181 | 4,210 |
| Other Expenses | | | | | | |
| ALLOCATION NON OPERATING EXPENSES | 0 | 0 | (0) | 0 | 0 | (0) |
| Total Other Expenses | 0 | 0 | (0) | 0 | 0 | (0) |
| Net Other Income | 58,634 | 55,394 | 3,241 | 170,391 | 166,181 | 4,210 |
| Net Income | 8,888 | (3,958) | 12,846 | 20,351 | (9,375) | 29,726 |

Lake Area Industries, Inc.
Profit and Loss
January - March, 2026

| | Mar 2026 | | | Total | | |
|-----------------------------------|-----------------|-----------------|-----------------|------------------|----------------------|-----------------|
| | Current | Mar 2025 (PY) | Change | Current | Jan - Mar, 2025 (PY) | Change |
| Income | | | | | | |
| CONTRACT PACKAGING | 25,835 | 17,752 | 8,083 | 76,143 | 50,149 | 25,994 |
| OFF-SITE WORK | 9,795 | 10,610 | (815) | 26,576 | 25,103 | 1,473 |
| Recycling Income | 5,444 | 9,081 | (3,637) | 12,388 | 19,713 | (7,325) |
| Total Income | 41,073 | 37,443 | 3,631 | 115,107 | 94,966 | 20,141 |
| Cost of Goods Sold | | | | | | |
| CONTRACT LABOR | 182 | | 182 | 557 | 920 | (363) |
| Cost of Goods Sold | 1,505 | 1,316 | 189 | 4,246 | 3,329 | 917 |
| MTA Food Counter | 309 | 1,385 | (1,076) | 97 | 1,753 | (1,656) |
| WAGES-EMPLOYEES | 27,421 | 25,081 | 2,340 | 78,233 | 63,133 | 15,100 |
| Total Cost of Goods Sold | 29,416 | 27,782 | 1,634 | 83,133 | 69,134 | 13,998 |
| Gross Profit | 11,657 | 9,661 | 1,996 | 31,974 | 25,831 | 6,143 |
| Expenses | | | | | | |
| ACCTG. & AUDIT FEES | | | 0 | 4,000 | 11,700 | (7,700) |
| ALL OTHER EXPENSES | 7,881 | 1,563 | 6,318 | 10,987 | 3,395 | 7,592 |
| EQUIP. PURCHASES & MAINTENANCE | 2,169 | 3,398 | (1,230) | 6,559 | 8,687 | (2,129) |
| INSURANCE | 3,349 | 2,959 | 389 | 6,695 | 8,878 | (2,183) |
| NON MANUFACTURING SUPPLIES | 51 | | 51 | 1,020 | 478 | 542 |
| PAYROLL | 32,510 | 28,318 | 4,192 | 102,937 | 83,705 | 19,232 |
| PAYROLL EXP & BENEFITS | 11,325 | 10,767 | 558 | 36,992 | 30,427 | 6,565 |
| PROFESSIONAL SERVICES | 2,394 | 1,946 | 447 | 6,749 | 5,559 | 1,190 |
| UTILITIES | 1,726 | 1,937 | (212) | 6,076 | 8,907 | (2,831) |
| Total Expenses | 61,404 | 50,889 | 10,515 | 182,015 | 161,737 | 20,278 |
| Net Operating Income | (49,747) | (41,228) | (8,519) | (150,040) | (135,905) | (14,135) |
| Other Income | | | | | | |
| INTEREST INCOME | 2,738 | 524 | 2,214 | 6,728 | 6,018 | 710 |
| MISCELLANEOUS INCOME | 5 | 8 | (3) | 17 | 17 | (0) |
| OTHER CONTRIBUTIONS | 6,608 | 28,386 | (21,778) | 28,995 | 28,836 | 158 |
| SB-40 REVENUE | 19,356 | 17,013 | 2,343 | 51,429 | 42,134 | 9,295 |
| STATE AID | 29,927 | 28,187 | 1,740 | 83,222 | 75,092 | 8,130 |
| Total Other Income | 58,634 | 74,119 | (15,485) | 170,391 | 152,098 | 18,293 |
| Other Expenses | | | | | | |
| ALLOCATION NON OPERATING EXPENSES | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Other Expenses | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Other Income | 58,634 | 74,119 | (15,485) | 170,391 | 152,098 | 18,293 |
| Net Income | 8,888 | 32,891 | (24,003) | 20,351 | 16,192 | 4,158 |

Lake Area Industries, Inc.
Statement of Cash Flows

March 2026

| | | |
|---|--|-----------|
| OPERATING ACTIVITIES | | |
| Net Income | | 8,888 |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | | |
| ACCOUNTS RECEIVABLE | | 8,598 |
| Certificates of Deposit:2026 03.14 CD Heritage - 4.5% Acct# 7089 | | 261,324 |
| Certificates of Deposit:2026 04.24 CD OakStar CDARS - 3.975% | | (1,226) |
| Certificates of Deposit:2026 08.14 CD Heritage - 4.039% Acct #8166 | | (245,000) |
| INVENTORY:GG PLANT & SUPPLIES INVEN | | (2,258) |
| INVENTORY:RAW MATERIAL INVENTORY | | (1,015) |
| Accounts Payable | | 3,027 |
| CBOLO CC - 5044 Natalie | | 1,167 |
| CBOLO CC - 9051 Lillie | | 1,919 |
| Eagle Stop Gas Cards | | 223 |
| Sam's Club Mastercard- 2148 | | 551 |
| AFLAC DEDUCTIONS PAYABLE | | (0) |
| Gift Certificate Payable | | 25 |
| Missouri Department of Revenue Payable | | 141 |
| Total Adjustments to reconcile Net Income to Net Cash provided by operations: | | 27,477 |
| Net cash provided by operating activities | | 36,365 |
| Net cash increase for period | | 36,365 |
| Cash at beginning of period | | 539,102 |
| Cash at end of period | | 575,467 |

Lake Area Industries, Inc.

A/P Aging Summary

As of March 31, 2026

| | Current | 1 - 30 | 31 - 60 | 61 - 90 | 91 and over | Total |
|--------------|-----------------|-----------------|---------------|-------------|-------------|------------------|
| TOTAL | \$ 6,494 | \$ 3,808 | -\$ 15 | \$ 0 | \$ 0 | \$ 10,288 |

Lake Area Industries, Inc.

A/R Aging Summary

As of March 31, 2026

| | Current | 1 - 30 | 31 - 60 | 61 - 90 | 91 and over | Total |
|--------------|------------------|-----------------|--------------|-----------------|-----------------|------------------|
| TOTAL | \$ 56,081 | \$ 6,620 | \$ 35 | \$ 1,019 | \$ 3,821 | \$ 67,576 |

Lake Area Industries, Inc.
Statement of Cash Flows
YTD

| | Total |
|--|----------------|
| OPERATING ACTIVITIES | |
| Net Income | 20,351 |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | |
| ACCOUNTS RECEIVABLE | 815 |
| CASH:Employee Store Cash | 40 |
| Certificates of Deposit:2025 11.25 CD Sullivan Bank - 4.25% | 261,541 |
| Certificates of Deposit:2026 03.14 CD Heritage - 4.5% Acct# 7089 | 258,441 |
| Certificates of Deposit:2026 04.24 CD OakStar CDARS - 3.975% | (1,226) |
| Certificates of Deposit:2026 08.14 CD Heritage - 4.039% Acct #8166 | (245,000) |
| INVENTORY:GG PLANT & SUPPLIES INVEN | (2,258) |
| INVENTORY:RAW MATERIAL INVENTORY | 1,726 |
| Accounts Payable | 1,778 |
| CBOLO CC - 5044 Natalie | (5,133) |
| CBOLO CC - 9051 Lillie | 1,826 |
| Eagle Stop Gas Cards | 301 |
| Sam's Club Mastercard- 2148 | 583 |
| AFLAC DEDUCTIONS PAYABLE | (0) |
| Gift Certificate Payable | 25 |
| Missouri Department of Revenue Payable | 141 |
| Total Adjustments to reconcile Net Income to Net Cash provided by operations: | 273,600 |
| Net cash provided by operating activities | 293,951 |
| Net cash increase for period | 293,951 |
| Cash at beginning of period | 281,516 |
| Cash at end of period | 575,467 |

Resolution 2026-22



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-22

STRATEGIC PLAN 2026 – 2028

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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, and job descriptions and creates new Bylaws, policies, plans, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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”, hereby acknowledges the need to create, adopt, and publish an Agency Strategic Plan for Fiscal Years 2026 to 2028.
2. That the Board hereby adopts the Strategic Plan as presented in Attachment “A” hereto.
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”
Resolution 2026-22



**Strategic Plan: 2026 to 2028
Camden County Senate Bill 40 Board,
DBA Camden County Developmental
Disability Resources**

CCDDR Strategic Plan: 2026 – 2028

Introduction

The Board of Directors and Staff of the Camden County Senate Bill 40 Board, DBA Camden County Developmental Disability Resources (CCDDR) developed this strategic plan to promote the development of new programs and services for Camden County citizens with intellectual and developmental disabilities. It provides CCDDR with a three-year roadmap for supports, services, and organizational development. The Board of Directors and staff will review progress periodically and will update the plan as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. As of 2025, the Administrative Team included the Executive Director, Compliance Manager, TCM Director, TCM Supervisor, and Quality Assurance and Intake Coordinator. The Administrative Team meets regularly to reflect on the mission, vision, core operating values, and assumptions underlying the organization's approach to its work. These meetings set the stage for work sessions of the full Board during which the organization's strategic direction is managed and defined. The team helps coordinate the planning process and provides important support and analysis to complete this plan.

CCDDR has monitored environmental needs and conditions, which includes ongoing internal organizational assessments, interviews with community stakeholders, and reviews of demographic and market data. The environmental and organizational assessments help CCDDR assess both the challenges and opportunities it is likely to encounter over the next three years and set the context for the choices reflected in this strategic plan.

Executive Summary

Background and History

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/or developmental disabilities in areas of employment, residential, and other 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 people with intellectual and/or developmental disabilities, educators, professionals, and other members of the community who act as advocates for our county's citizens with intellectual and/or developmental disabilities.

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 individuals 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.

Direction and Results

The strategic direction and goals included in this plan are CCDDR's response to its understanding of what its clients value most about the organization and current opportunities or challenges for offering a high-quality system of support in the community for individuals with intellectual and/or developmental disabilities.

The three-year period of this strategic plan will be a time of assessing and deepening CCDDR's approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources, and it will seek to actively engage with more service provider agencies; collaborate with community members, volunteers, and leaders; establish partnerships with local non-profits, municipalities,

county government, and businesses; educate the community about its purpose and mission; promote the development of new programs and services; and collaborate with existing service provider agencies to expand or enhance existing services.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, CCDDR will pursue the following strategic direction:

- CCDDR will review and expand or enhance its existing services and the availability of direct supports in Camden County over time to ensure that they are state-of-the art for working effectively with children and adults with intellectual and/or developmental disabilities
- CCDDR will further assess client and community needs to identify gaps or needed shifts in service delivery – this assessment will serve as the basis for expanding or adding new services
- CCDDR will take a leadership role in working with a range of service providers (not just intellectual and/or developmental disability providers and some may be located outside of the county) to identify and meet the needs of children and adults with intellectual and/or developmental disabilities
- CCDDR will explore the feasibility of expanding the organization’s visibility in the community and making greater use of community volunteers, partnerships, and service providers
- CCDDR will emphasize building its discretionary financial resources to invest in providing quality services
- CCDDR will seek and identify alternative funding opportunities which will promote the enhancement or expansion of existing services, promote the implementation of new services, and offset the costs of current programs and services utilization

Goals

The following goals for CCDDR over the next three years are the organization’s response to the important issues identified in the assessment of environmental needs and conditions throughout the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery and Community Engagement

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

- Competitive integrated employment opportunities
- Affordable housing opportunities
- Recreation, leisure, and other community inclusion activities
- Family and community support and education
- Community collaboration and networking activities
- Transportation
- Children direct support services
- Adult direct support services

Administrative

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.

- 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 community engagement capacities
- CCDDR's community resource efforts will continue to strengthen and expand community partnerships and its clients' social capital
- 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 program development
- CCDDR will utilize public service announcements, social media, Web site developments, and other community engagement activities to educate the community and promote participation or support for programs
- CCDDR will expand its presence to include local, statewide, and nationwide participation in stakeholder conversations, program initiatives, regulatory guidance, and service delivery methods
- 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

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for CCDDR. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts, which serves as a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. Each section includes a definition of the component part with additional notes about how CCDDR can use the information in the plan. In the future, CCDDR may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Vision

Context

Greater acceptance and full inclusion by the community, improved services, improved supports, and more prevalent, helpful technology will add to the quality of life for children and adults with intellectual and/or developmental disabilities. At the same time, the aging of the population, higher incidences of multiple diagnoses, and the needs of individuals with intellectual and/or disabilities and their families will remain extensive and varied. While significant strides will have been made in people's acceptance of individuals with intellectual and/or developmental disabilities, there will be an ongoing push for community access, inclusion, and participation. Finally, individuals with intellectual and/or developmental disabilities and their families will control more of the resources and decisions about who provides them with help and support. They should have many options from which to choose.

Role and Program Services

CCDDR is the leader in identifying needs and bringing together all kinds of resources and services for all children and adults with intellectual and/or developmental disabilities and their families in the county to support full, long-term community access, inclusion, and participation. Specifically, CCDDR will:

- Lead a collaboration of providers and community organizations and programs (including non-intellectual and/or non-developmental disability resources) in the county and from surrounding areas, as appropriate, in identifying needs and gaps in services
- Promote cutting-edge, model services that meet identified gaps and are of the highest quality
- Collaborate with and make referrals to other high-quality service providers
- Lead many advocacy efforts to ensure services are provided either by CCDDR or other providers
- Facilitate financial planning to help create long-term financial security for CCDDR clients

CCDDR plays a leadership role in advocating at all levels of government, the private sector, and the public at large for full inclusion and participation in the community. CCDDR encourages and supports individuals with intellectual and/or developmental disabilities and their families in pursuing this advocacy agenda.

Funding Sources

While the TCM contract and property tax levy will still be significant sources of funding, CCDDR will attempt to develop a robust and innovative partnership program through its community collaborations to secure additional funding resources from private, including individuals and business, and public sources.

Mission

Mission Statement

CCDDR's mission is: "We provide persons with developmental disabilities the necessary tools to achieve self-determined lives, while ensuring quality services".

This statement reflects two dimensions that define the purposes of the organization and its intended contributions to improving the lives of children and adults with intellectual and/or developmental disabilities served through its efforts. The two dimensions are:

1. Achieving means ensuring individuals with intellectual and/or developmental disabilities have the right combination of support and opportunity to experience their own individual potential.
2. Full community life means the opportunity for every individual with intellectual and/or developmental disabilities to actively participate with their family, friends, co-workers and other valued relationships in creating a life that is joyful and fulfilled.

CCDDR supports children from birth to adulthood throughout their senior years.

Core Operating Values

Caring Attitude

CCDDR demonstrates compassionate support and concern for individuals with intellectual and/or developmental disabilities and their families. As a part of this caring attitude, we educate and inform individuals and their families.

Responsiveness

CCDDR finds solutions which meet the needs and preferences of individuals with intellectual and/or developmental disabilities and their families through direct service or referrals to other providers.

Respectfulness

CCDDR honors the choices of individuals with intellectual and/or developmental disabilities, encouraging people to take control over their own lives, and helps to shape these choices based on what is important to each individual. We respect the families' role in shaping these choices as well.

Individualized Support

CCDDR knows individuals' needs vary significantly and can change over time; we seek to understand

each individual and co-create the right supports for each person's development. We promote the concept of individual self-determination in planning and implementing services. We respect and promote the recognition of individual dignity and self-worth.

Diversity

CCDDR understands individuals with intellectual and/or developmental disabilities are part of all races, ethnicities, and religions. We seek to assist as many people as our financial resources can support.

Integrity and Accountability

CCDDR has the highest level of integrity in its administrative, service, and outreach activities. We tie these activities directly to our mission, and we maintain and report our records accurately. We promote accountability to the taxpayers with respect to the prudent use of tax funds, and we promote accountability to individuals and family members regarding the effectiveness and quality of services funded and/or provided.

State of the Art Practices

CCDDR aims for excellent, high quality, state-of-the-art approaches to services for individuals with intellectual and/or developmental disabilities and their families so they can always count on CCDDR to be there.

Partnerships

CCDDR works with a wide variety of partners and advocates to achieve the highest quality of services. We recognize the value and synergy of partnering with affiliated agencies in working to better the lives of people with intellectual and/or developmental disabilities. We believe that our community thrives when all individuals become capable of participating in the spectrum of community life.

Advocacy

CCDDR educates the public and advocates for the long-term best interests of individuals with intellectual and/or developmental disabilities and their families.

Financial Sustainability

CCDDR believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices which ensure we have sufficient financial resources.

Underlying Service Assumptions

All CCDDR services and the way CCDDR goes about its work are based on fundamental beliefs of the best ways to support individuals with intellectual and/or developmental disabilities. CCDDR believes:

- All individuals have equal rights
- All individuals have strengths and assets
- It is possible to make a positive difference in the lives of children and adults with intellectual and/or developmental disabilities
- Individuals thrive when they make their own choices
- Individuals with intellectual and/or developmental disabilities are capable of and have the right to make their own decisions – this is especially true for adults, who are better prepared to make decisions in their own best interest
- We listen when individuals with intellectual and/or developmental disabilities speak for themselves and

- offer assistance in helping to make realistic choices
- Individuals with intellectual and/or developmental disabilities deserve the same opportunity to participate in their community as other individuals, including equal access to transportation, education, jobs, medical care, recreation, worship and housing
- Engaging and participating in community life has a positive impact on individuals with intellectual and/or developmental disabilities
- Individuals with intellectual and/or developmental disabilities enrich their lives and make positive contributions by participating in their communities
- Individuals with intellectual and/or developmental disabilities are valuable members of their communities
- The health and safety of individuals with intellectual and/or developmental disabilities are essential to effectively participating in their communities
- CCDDR exists to support and ensure individuals with intellectual and/or developmental disabilities have full community participation
- Well-trained and motivated staff make a difference in the lives of individuals with intellectual and/or developmental disabilities
- Supporting individuals with intellectual and/or developmental disabilities and their families in their advocacy efforts will yield long-term improvements in their quality of life
- Supports and services are designed first and foremost for individuals with intellectual and/or developmental disabilities
- CCDDR recognizes the importance of the family's role in the development and support of individuals with intellectual and/or developmental disabilities throughout their lives

S.W.O.T. Analysis

The following is a summary of strengths, weaknesses, opportunities, and threats highlighted by the Board and staff of CCDDR. They represent a small portion of the ongoing environmental and organizational assessments by the Administrative Team.

Strengths

CCDDR's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help individuals with intellectual and/or developmental disabilities live a successful life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. CCDDR has an excellent reputation and is looked to by other service providers as a leader.

Weaknesses

CCDDR's ongoing growth, increased need in service utilization, recent labor market shortages, significant increases in employee retention efforts, significant increases in operational costs, and stagnated revenue growth, which is attributed to outdated service rates and annual tax revenues not increasing to match the increase in costs to administer and fund programs, has led to human resource, new service development, continued service deployment, operational execution, and funding challenges and deficiencies. There has and will continue to be a need for the expanded and improved use of technology. There are significant funding challenges with the development and implementation of new programs and continued support of existing programs. The challenges facing CCDDR are also the same challenges facing its community partners in that the need for additional direct support providers, more community partnerships, and more community education are significant barriers to meeting positive outcomes and successful program implementations.

Opportunities

The opportunities considered most important include:

1. Competitive integrated employment: Community acceptance and the opportunity for further inclusion through employment are critical. There is an increased emphasis on inclusion at schools and increased

openness by employers to hire individuals with intellectual and/or developmental disabilities. These changes make CCDDR's philosophy more prevalent and may increase demand for its services and opportunities for employment and inclusion.

Opportunity: Greater inclusion in the labor market raises the community's consciousness to see individuals with intellectual and/or developmental disabilities as untapped resources. This can change the outlook at schools and career or technical programs, which can help teach the skills necessary for independence and economic stability. CCDDR could do more to educate and be responsive to those who are interested. Expanded training for individuals, prospective employers, and other community resources are vital.

2. Community Inclusion: There is an ongoing need for social and recreational opportunities for individuals with intellectual and/or developmental disabilities, including opportunities after the workday, weekends, and holidays.

Opportunity: Increased social and recreational activities will improve the quality of life and community contact. To be successful, CCDDR could develop even greater partnerships with municipal, county, state, and federal parks and recreations (or similar) departments, as well as other agencies and the general community. These activities can promote and inspire new community partnerships. At present, there is little to no funding for expanding these services, so this will need to be addressed.

3. Community Outreach: Increased visibility and presence in the community could lead to greater access to potential community partners and other resources. The county has a wide range of educational resources, including State Fair Community College and Columbia College, which has students interested in working with individuals with intellectual and/or developmental disabilities—both of which could be better tapped.

Opportunity: CCDDR could expand its community resource efforts to promote and inspire additional community partnerships. Expansion should include celebrating and recognizing community partners' efforts. Having more community partners can help increase successful program implementation, increase social capital, and expand funding sources. At the same time, others may look more closely at the quality of services provided within the community.

4. Caseload Growth: An increasing county population is likely to reflect an increase in the number of individuals with intellectual and/or developmental disabilities needing services. The increasing number of children with autism, aging family support providers, changes in eligibility criteria, and expanded community education and awareness will also increase CCDDR's caseloads.

Opportunity: CCDDR will need additional and/or different skill sets, information, and expanded facilities to accommodate the growing, diverse needs of individuals and families. More direct support providers will be needed as well to serve these new populations. Educating the community and families will be a vital part in taking a progressive approach to a growing population of individuals with intellectual and/or developmental disabilities.

5. Residential Support: There is an increased need to provide in-home support services and promote community inclusion. Current state and federal programs promote home and community-based support systems. A substantial number of individuals and their families could live more independently within the community if more resources were available, including more affordable, universal design housing units.

Opportunity: CCDDR could expand its housing support partnerships to assist individuals with intellectual and/or developmental disabilities and their families live within private sectors of the community. Promoting awareness and the need for new, affordable housing development utilizing universal design concepts will encourage community participation, develop community partnerships, and provide community inclusion, while at the same time expanding the choices of where and how individuals would prefer to live within the community.

6. Transportation: Camden County is a predominantly rural community with limited public transit access. Transportation in rural communities has always been a challenge. Transportation is vital to employment, community inclusion, and successful new program development. Current transportation providers are restricted on where, when, and how often they transport individuals.

Opportunity: CCDDR could assist in the expansion of transportation programs and implementation of local, regional, and statewide Mobility Management programs, which could foster more community access, community inclusion, and competitive integrated employment as well as promote and develop more accessible community infrastructure improvements. The expansion of transportation programs and implementation of a Mobility Management programs could include partnerships with other area agencies and could be funded through a combination of resources.

7. Expanding Direct Support Services: There is currently a deficiency in the number of direct support services and direct support providers for individuals with intellectual and/or developmental disabilities residing in Camden County. As the available number of direct support professionals in the labor market have decreased, the need for additional direct support professionals continues to rise. Home and community-based programs offer a wide variety of potential services available to individuals with a limited availability of direct support professionals to provide the rising demand in services needed.

Opportunity: CCDDR could expand its efforts to attract more direct support professionals to the area. Collaborating with partnering direct support provider agencies can evolve to be a key element in the expansion of direct support services. The higher demand for services and service provider options offers additional opportunities to create and expand new programs with subsequent funding available through home and community-based waivers to support and sustain direct support services. The Partnership for Hope Waiver allows county Senate Bill 40 agencies to authorize direct services almost immediately after the Waiver slot is approved and could be the primary source of funding to sustain direct support services programs. CCDDR can also establish new partnerships with agencies not currently operating in Camden County.

8. Expanding Children's Learning Center (CLC) Services: The need for early childhood (preschool-aged) children has grown and will continue to grow. Early childhood developmental disability supports are critical for children to maximize developmental potential, improve long-term cognitive and social outcomes, and enhance school readiness. These services help bridge gaps in development during rapid brain growth, reducing the need for intensive services later.

Opportunity: CLC is the largest provider of services for children with developmental disabilities in Camden County. CLC cannot increase its onsite services due to facility space limitations. CCDDR will be completing its office consolidation by moving the remaining employees to the newly renovated Keystone facility. It is possible that CLC can utilize the space being vacated by CCDDR, allowing CLC to expand its onsite services. CLC occupies the space adjacent to the CCDDR office being vacated. If CLC could utilize CCDDR's old office space, they would be able to double its facility size and increase the number of clients being served. CCDDR also recently reviewed the types of services being provided by CLC and has determined additional types of services can be added to expand CLC's service capacity as well.

Other opportunities mentioned included:

- Expanding respite services
- Expanding services for school-aged children
- Expanding services for youth transitioning to adulthood
- Providing benefit education and/or counseling services
- Expanding the utilization of MO ABLE accounts
- Expanding collaborations for dual-diagnosis individuals

Threats

The threats considered most important included:

1. Dependence on state and federal funding: The demand for new services in a growing population puts strains on state and federal funding. Annual state funding appropriations will remain difficult to secure, and service rates will need to increase to sustain demands. Federal portions of the funding streams are changed each year and can put additional strains on state funding if the federal portions are reduced.

Threat: CCDDR needs to assess the real demand for services and be prepared to explore other opportunities for generating revenue. CCDDR's current tax funding base does not increase enough annually to accommodate substantial caseload growth and additional support service costs. There are also significant attempts by the Missouri General Assembly to reduce or eliminate property and/or personal property tax levies. If passed into law, the elimination or reduction in property and/or personal property tax revenue would eliminate or significantly reduce SB 40 Tax Levy revenue. Currently, personal property valuations represent approximately 23% of the total property valuations, which is the basis of how annual property tax revenue is determined. If only the personal property tax was eliminated, there would definitely be a significant reduction in tax revenues. CCDDR's other main source of funds, TCM services revenue, also relies on state and federal funding appropriations (Medicaid-eligible individuals) as well as SB 40 tax funds (Medicaid-ineligible individuals). The TCM rate has not increased since 2015. Costs have increased significantly since then (Consumer Price Index inflation calculator reflects a 39% increase as of December 2025). Any increase to the TCM rate would require General Assembly and Governor approval and will rely on state funding available. Current state revenue forecasts for the next three years are not encouraging.

2. Staffing and administrative challenges: It is hard to maintain a competent staffing pool, including staff that can speak multiple languages. Now that the agency is more established and recognized throughout the county, CCDDR also needs to complete the consolidation of its offices to centralize its service delivery efforts and to establish a more efficient organizational structure. The organizational structure has been revised each year since 2023 due to increased costs and revenue stagnation, which prompted staff reductions in 2025. Previous organizational structure changes were implemented during the first year of previous three-year strategic plan periods. The organizational structure will still need to be reviewed annually to ensure the best possible employee skillsets are utilized to produce the most cost-effective, efficient, and productive agency outcomes.

Threat: Although increased efficiency using better technology has reduced the need for more clerical support and significant modifications to CCDDR's existing compensation packages have helped, an increasingly competitive labor market pool will likely continue adding stress to CCDDR's service delivery model and day-to-day operations. To respond, CCDDR needs to continue examining technological improvements as well as scrutinizing expenses for potential reductions in costs as well as examine its current benefit options and other employee attraction and retention efforts. The most significant challenge is and always will be the availability of funds and the ability to sustain existing operational efforts. Additional staff reductions could become necessary if funding is severely reduced, costs continue to rise significantly, and/or alternative funding sources are not secured.

Other threats include:

- The aging population, which means an increased number of aging caregivers and individuals with intellectual and/or developmental disabilities
- Non-profits competing for funds – volunteers, donors, and granting agencies may not be engaged forever with a single non-profit agency
- Without readily available transportation, educational, and direct support services, competitive integrated employment for people with disabilities will remain difficult
- Community participation in housing programs, housing market trends, and new housing

development barriers

- Continued shortages in the available labor market and increased difficulties in attracting and retaining employees will further strain service provider resources unless rates are stabilized and/or increased

Strategic Direction

Based on the Board of Directors' understanding of CCDDR's mission, core values, and the S.W.O.T. analysis, the next three years will be a time of assessing and deepening its approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources:

- CCDDR will review its existing services over time to ensure they work effectively for individuals with intellectual and/or developmental disabilities and their families, while emphasizing client decision-making, community participation, and community inclusion – CCDDR is committed to ensuring that all programs are exemplary
- CCDDR will further assess client and community needs to identify gaps or opportunities for shifts in service delivery – this assessment will serve as the basis for promoting services
- CCDDR will take a leadership role in working with a range of providers (not just intellectual and/or developmental disability providers or providers within the county) to identify and meet the needs of individuals (CCDDR will serve as a service “broker” when necessary – the focus will be to ensure an expanded choice of quality services)
- CCDDR will expand the organization's visibility in the community and make greater use of community partnerships
- The organization will develop and support a network of volunteers, be more active and visible in a wide range of community initiatives, highlight the positive role individuals with intellectual and/or developmental disabilities are playing in the community, and establish strong support for community participation throughout the broader community
- CCDDR will emphasize investment in community inclusion and expanded access to community resources, which will benefit a greater number of individuals with intellectual and/or developmental disabilities

Goals

To pursue the strategic direction described above, CCDDR will fulfill the following goals and objectives.

Service Delivery & Community Engagement

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

- Competitive integrated employment opportunities
- Affordable housing opportunities
- Recreation, leisure, and other community inclusion activities
- Family and community support and education
- Transportation
- Children direct support services
- Adult direct support services

Objectives:

A. Competitive Integrated Employment Opportunities

- CCDDR will collaborate with competitive integrated employment support providers to establish a comprehensive competitive integrated employment network
- CCDDR will collaborate and partner with local businesses to recruit and hire individuals with

- intellectual and/or developmental disabilities
- CCDDR will engage with its clients and their families to ensure career goals are recognized and career path choices are respected

B. Affordable Housing Opportunities

- CCDDR will 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 seek additional funding sources to support and sustain efforts to establish permanent housing for clients and their families and will continue to educate the community on how important permanent housing is in community inclusion and participation
- CCDDR will attempt to promote and create local alliances with municipalities and county governments to establish a HOME Investment Partnership Program Participating Jurisdiction Consortium so that Federal housing program funds are controlled and distributed locally, which will provide direct funding for new affordable, universal design housing

C. Recreation, Leisure, and Other Community Inclusion Activities

- CCDDR will seek sponsorship and/or co-sponsorship in recreational and leisure activities for its clients to promote and enhance community inclusion
- CCDDR will partner with other non-profit agencies, community businesses, schools, and direct support providers so that its clients can participate in more scheduled community activities

D. Family and Community Support and Education

- The internal operating structure will be enhanced to increase available time to support individuals and their families as well as 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, partner with, sponsor, and/or co-sponsor community support organizations designed to create social capital networks for individuals and their families

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 transit services for its clients and their families
- CCDDR will seek external funding sources to help expand, implement, and sustain viable and reliable transit systems
- CCDDR will attempt to promote and create local, regional, and statewide Mobility Management programs and networks

F. Children Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers to establish and expand a local comprehensive network with a diverse array of services and/or supports
- CCDDR will collaborate with CLC to expand its service and client capacities, including offering CLC the opportunity to occupy CCDDR's unutilized facility

G. Adult Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers to establish and

expand a local comprehensive network with a diverse array of services and/or supports

Administrative

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.

Objectives:

A. 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 community engagement capacities
- CCDDR will explore new internship opportunities with local colleges and universities

B. Community Resource Development

- CCDDR's community resource efforts will continue to strengthen and expand community partnerships and its clients' social capital
- CCDDR staff and Board members will actively engage in municipal government, county government, state government, Federal government, 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, Web site developments, and community engagement activities to educate the community and promote participation or support for new and existing programs
- CCDDR will expand its presence to include local, statewide, and nationwide participation in stakeholder conversations, new program initiatives, regulatory guidance, and service delivery methods
- 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

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to ongoing operations) for the CCDDR Board of Directors and staff in each year of the strategic plan.

| Method | Goal | 2026 | 2027 | 2028 |
|---|---|--|---|---|
| Service Delivery & Community Engagement | Competitive Integrated Employment Opportunities | Plan and Develop the Framework for Educating Clients, Client Families, and the Community | Expand Service Delivery Capacity & Engage with Employers | Establish Clients' Waiver Authorizations for Competitive Integrated Employment Supports |
| Service Delivery & Community Engagement | Affordable Housing Opportunities | Plan and Develop the Framework for Educating the Community and Community Partners | Establish Alliances Amongst Municipalities and County Governments | Memorialize the Alliance and Apply for Participating Jurisdiction Consortium Status |
| Service Delivery & Community Engagement | Recreation, Leisure, and Other Community Inclusion Activities | Plan and Develop the Framework for Educating the Community and Community Partners | Expand Capacity Building Efforts and Formalize Partnerships | Execute Partnerships |
| Service Delivery & Community Engagement | Family and Community Support and Education | Plan and Develop the Framework for Educating the Community and Community Partners | Expand Capacity Building Efforts, Formalize Efforts, and Execute Efforts | Continue Executing Efforts |
| Service Delivery & Community Engagement | Transportation | Plan and Develop the Framework for Educating the Community and Community Partners | Expand Capacity Building Efforts and Formalize Partnerships | Execute Partnerships |
| Service Delivery & Community Engagement | Children Direct Support Services | Finalize Consolidation of Offices and Develop Plan for CLC to Occupy Unutilized CCDDR Office | CLC Transition to Unutilized CCDDR Office Space - Review and Evaluate Progress and Determine New Strategies if Needed | Review and Evaluate Progress and Determine New Strategies if Needed |
| Service Delivery & Community Engagement | Children Direct Support Services | Plan and Develop the Framework for Educating Potential New Partners | Expand Capacity Building Efforts and Formalize Partnerships | Execute Partnerships |
| Service Delivery & Community Engagement | Adult Direct Support Services | Plan and Develop the Framework for Educating Potential New Partners | Expand Capacity Building Efforts and Formalize Partnerships | Execute Partnerships |
| Administrative | Human Resources | Restructure CCDDR to Accommodate the Needs and Goals | Review Structure, Needs, and Goals and Evaluate to Determine if Additional Changes are Needed | Review Structure, Needs, and Goals and Evaluate to Determine if Additional Changes are Needed |
| Administrative | Community Resource Development | Create New Position that Focuses on Community Resource Development | Review and Evaluate Progress and Determine New Strategies if Needed | Review and Evaluate Progress and Determine New Strategies if Needed |

2025 Performance Summary

2025 Agency Performance Measures

| | Description | 1st Qtr 2025 | 2nd Qtr 2025 | 3rd Qtr 2025 | 4th Qtr 2025 | YTD | Agency YTD Goal | Goal Met? |
|---------------------------|--|-----------------|-----------------|-----------------|-----------------|---------------|-----------------------|--------------|
| Agency Performance | 1. Monthly Reports Completed on Time | 100.0% | 100.0% | 99.1% | 96.9% | 99.0% | 95% | Yes |
| | 2. Quarterly Reports Completed on Time | 99.2% | 100.0% | 99.2% | 98.1% | 99.1% | 95% | Yes |
| | 3. New Clients Contacted by Their SC within 5 Business Days of Eligibility Determination | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100% | Yes |
| | 4. New Clients' PCSP Meeting is Held within 30 Days of Eligibility Determination | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100% | Yes |
| | 5. Annual PCSPs Sent to RSRO 21 Days Prior to Implementation | 88.9% | 76.5% | 95.0% | 86.1% | 86.3% | 95% | No |
| | 6. Annual PCSP Completed by Effective Date | 98.4% | 97.1% | 96.7% | 97.5% | 97.4% | 95% | Yes |
| | 7. PCSPs Submitted Through QA Process Passed | 51.1% | 60.4% | 73.7% | 66.2% | 62.4% | 70% | No |
| | 8. Agency Average SC Billable Time vs. Time Worked | 83.8% | 85.1% | 80.7% | 82.2% | 82.9% | 80% | Yes |
| Client Surveys | 9. Response Rates for Client/Guardian Satisfaction Surveys | 34.9% | 17.6% | 31.7% | 45.6% | 33.0% | 30% | Yes |
| | 10. My SC Made a Difference in My Life | 86.4% | 91.7% | 89.5% | 88.9% | 88.8% | 80% | Yes |
| | 11. I Received Information About Exploitation, Personal Protection, and Risk Reduction | 100.0% | 100.0% | 100.0% | 88.9% | 95.5% | 100% | No |
| | 12. My SC was Available When Needed | 100.0% | 91.7% | 100.0% | 88.9% | 94.4% | 90% | Yes |
| | 13. My SC Saw Me Frequently Enough | 95.5% | 91.7% | 94.7% | 88.9% | 92.1% | 90% | Yes |
| | 14. I am Satisfied with Services Provided by My SC & CCDDR Staff | 100.0% | 91.7% | 100.0% | 88.9% | 94.4% | 90% | Yes |
| Review | 15. I Contributed to the Development of My PCSP | 100.0% | 100.0% | 100.0% | 88.9% | 95.5% | 100% | No |
| | CCDDR will Review Policies, Plans, Manuals, etc. Annually | 33.0% | 63.7% | 83.5% | 100.0% | 100.0% | 100% | Yes |

2025 Performance Improvement Plan



Performance Improvement Plan

FY 2025

Assessments, Analysis, Outcomes, and Action Steps

Clients/Clients' Families

CCDDR completed three macro–Community Health Inclusion Index (CHII) assessments in 2022 as a sub awardee of a preventative health care grant awarded by the Centers for Disease Control to the University of Missouri Kansas City, Institute for Human Development. The macro CHII assessments were administered for Camden County, the City of Camdenton, and the City of Osage Beach. All three macro-CHII assessments identified the following needs:

- Ensure trained transit facilities staff in providing proper services to individuals with disabilities
- Increase alternative transit services (paratransit services) for individuals with disabilities
- Develop affordable transit options
- Incorporate principles of universal design, accessible residential units, and Public Rights-of-Way Access Guidelines (PROWAG) in planning and development
- Design and implement disability awareness training on accessibility equipment, service animals, evacuation procedures, safe loading, etc.
- Develop incentives and informational resources for healthy food retailers and convenience stores
- Collaborate with state and local governments to develop policies to provide grants, loan programs, and tax incentives to outdoor recreation programs to improve the accessibility of the built environment
- Maintain and repair paths consistently
- Proactive steps for public meetings and forums to be more inclusive and accessible
- Recruit individuals with disabilities, disability specialists, organizations, and cultural brokers for outreach
- Implement safe routes to school (SRTS)
- Targeted and all-encompassing disability awareness training
- Develop accessible paths of travel and educate community leaders for proper maintenance

CCDDR continues its education and outreach activities to address the needs within each of the targeted communities. 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 public to encourage acceptable modifications to existing buildings or the development of new buildings.

In 2021, CCDDR administered three categorized client's needs assessments. Support Coordinators were provided with questions related to all clients on their caseloads based on the following criteria:

- Adult clients receiving supports via Individualized Supported Living (ISL), Group Home, and Shared Living services
- Adult clients not receiving supports via ISL, Group Home, and Shared Living services
- Minor clients

The results of the CHII and clients' needs assessments reaffirmed the need for CCDDR to continue focusing on developing/increasing competitive integrated employment opportunities, transportation service opportunities, access to affordable housing opportunities, support service availability/utilization, community education programs, and community collaborations/partnerships. The results also affirmed CCDDR's focus on community engagement activities and were the basis for CCDDR's development of the 2023 to 2025 Strategic Plan. CCDDR management continues to actively work towards expanding its community engagement activities to remove barriers and increase opportunities for CCDDR clients.

Employees

From 2020 to 2024, CCDDR experienced workforce shortages and higher than normal turnover rates in the Support Coordination team. Turnover in the Support Coordination team from 2020 to 2024 was 230%. Other similar employers and service providers statewide and nationwide were experiencing the same issues with employee retention and hiring. To help determine current employee desires/needs and to remain competitive

with other similar employers, CCDDR has distributed several surveys to all employees and several surveys to Support Coordinators only since 2020. The results of the surveys and a considerable number of staff and individual staff discussions have largely reflected that employees were satisfied with CCDDR’s benefits, and employees appreciated CCDDR’s efforts to improve benefit programs, pay scales, and advancement opportunities.

To remain competitive with other similar employers, improve employee retention, and improve applicant attraction, CCDDR increased the Support Coordinator’s minimum starting wage in 2022. The Support Coordination team’s base wage pool was also increased by a collective average of 13% to mitigate wage compression. Support Coordination team supervisors and other specific Support Coordination support staff also received a collective average 4% increase in pay. Although CCDDR still experienced a high Support Coordination turnover rate in 2023 and the first half of 2024, the increase in new Support Coordinator starting pay has attracted more qualified applicants. By the second half of 2024, CCDDR’s Support Coordination team was fully staffed and began to stabilize by the second half of 2024. Stabilization was achieved in and continued throughout 2025.

Agency Outcome Measurements, Performance Indicators, and Performance Improvement Plans

2025 Agency Performance Measures

| | Description | 1st Qtr 2025 | 2nd Qtr 2025 | 3rd Qtr 2025 | 4th Qtr 2025 | YTD | Agency YTD Goal | Goal Met? |
|--------------------|--|--------------|--------------|--------------|--------------|--------|-----------------|-----------|
| Agency Performance | 1. Monthly Reports Completed on Time | 100.0% | 100.0% | 99.1% | 96.9% | 99.0% | 95% | Yes |
| | 2. Quarterly Reports Completed on Time | 99.2% | 100.0% | 99.2% | 98.1% | 99.1% | 95% | Yes |
| | 3. New Clients Contacted by Their SC within 5 Business Days of Eligibility Determination | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100% | Yes |
| | 4. New Clients' PCSP Meeting is Held within 30 Days of Eligibility Determination | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100% | Yes |
| | 5. PCSPs Sent to RSRO 21 Days Prior to Implementation | 88.9% | 76.5% | 95.0% | 86.1% | 86.3% | 95% | No |
| | 6. Annual PCSP Completed by Effective Date | 98.4% | 97.1% | 96.7% | 97.5% | 97.4% | 95% | Yes |
| | 7. PCSPs Submitted Through QA Process Passed | 51.1% | 60.4% | 73.7% | 66.2% | 62.4% | 70% | No |
| | 8. Agency Average SC Billable Time vs. Time Worked | 83.8% | 85.1% | 80.7% | 82.2% | 82.9% | 80% | Yes |
| Client Surveys | 9. Response Rates for Client/Guardian Satisfaction Surveys | 34.9% | 17.6% | 31.7% | 45.6% | 33.0% | 30% | Yes |
| | 10. My SC Made a Difference in My Life | 86.4% | 91.7% | 89.5% | 88.9% | 88.8% | 80% | Yes |
| | 11. I Received Information About Exploitation, Personal Protection, and Risk Reduction | 100.0% | 100.0% | 100.0% | 88.9% | 95.5% | 100% | No |
| | 12. My SC was Available When Needed | 100.0% | 91.7% | 100.0% | 88.9% | 94.4% | 90% | Yes |
| | 13. My SC Saw Me Frequently Enough | 95.5% | 91.7% | 94.7% | 88.9% | 92.1% | 90% | Yes |
| | 14. I am Satisfied with Services Provided by My SC & CCDDR Staff | 100.0% | 91.7% | 100.0% | 88.9% | 94.4% | 90% | Yes |
| | 15. I Contributed to the Development of My PCSP | 100.0% | 100.0% | 100.0% | 88.9% | 95.5% | 100% | No |
| Review | 16. CCDDR will Review Policies, Plans, Manuals, etc. Annually | 33.0% | 63.7% | 83.5% | 100.0% | 100.0% | 100% | Yes |

The Client/Guardian satisfaction survey response rate (Measurement number 9) for 2025 was 33.0%, which was a 2.1% increase from 2024. Annual survey response rates had consistently dropped since 2020 but began rebounding after the COVID-19 pandemic ended, which is when in-person visits began resuming more regularly. CCDDR has taken measures to reestablish more in-person interactions with its clients and their families since the beginning of 2023, and the increase in the response rates reflects those efforts. CCDDR has also taken additional measures by reaching out to clients/guardians to ensure they realize how important the surveys are for CCDDR service expectations and management. The increase in survey response rates over the past three years reflects CCDDR’s efforts.

Measurement numbers 10 to 15 are based on responses from client/guardian surveys. Extra attention has been paid to ensure these outcomes improve and/or remain steady. Because the survey responses can be influenced by many factors outside of CCDDR’s control, CCDDR management believes there are currently no areas of immediate concern. Opinions, attitudes, emotions, recollections, and environmental influences are good examples of potential factors that would influence people’s responses. Please note that Support Coordinators ensure signatures are obtained at initial (new

client) and annual Person-Centered Support Plan (PCSP) meetings acknowledging receipt of information on abuse, neglect, and exploitation (Measurement number 11). Please also note that many clients and client families recognized the high turnover rate in Support Coordinators in recent years; however, there were no grievances filed. Although there were some frustrations expressed in conversations with management, clients and client families recognized and acknowledged that CCDDR has been subjected to the same state of the workforce as other social service agencies and employers.

Measurement numbers 1 to 8 are based upon agency efficiency, productivity, and operational effectiveness. Although these Performance Measures were affected due to the high number of new or less experienced Support Coordinators, there are still concerns with measurements 5 and 7; however, there were notable improvements in measurement 7 since the first quarter of 2025. A performance improvement plan was implemented in 2023 and was ongoing in 2025. The performance improvement plan addressed the quality and timely submission of PCSPs as well as ongoing commitment to mitigating previously high Support Coordinator turnover rates and maintaining Support Coordination team stability. This performance improvement plan affected multiple areas of operations and was not wholly identified in any singular document; however, it was memorialized in adopted new or revised procedures, policies, management plans, and internal memorandums. Specific components of the performance improvement plan are continuing to be executed to ensure CCDDR Targeted Case Management (TCM) services adhere to required report completion timelines as well as acknowledge PCSP content and quality requirements, including periodic modifications to the PCSP template and quality assurance process. The modifications included organizational structure and personnel changes to ensure CCDDR's obligations and DMH regulatory compliance are achieved. The ongoing performance improvement plan includes the following:

- Continued enhancement of employment postings on Indeed.com, which includes paid access to the most qualified applicants
- Continued realignment of leadership and the quality assurance structure as deemed appropriate as well as continued training for Support Coordinators
- Where needed, continued implementation of individual staff performance improvement plans
- Continued execution of management auditing protocols, including log notes, quality process, time management, and data/database integrity reviews
- Continued utilization of tools for supervisors to monitor Support Coordinator activity and timeline objectives

For measurement numbers 1 to 8, any change of 5% or more is considered "significant". Measurement number 1 slightly increased in 2025 compared to 2024 (0.3%) as well as measurement number 6 (1.6%). Measurement numbers 2, 3, and 4 remained the same in 2025 versus 2024. There were significant increases in measurements 5 (21.4%) and 8 (7.3%) in 2025 compared to 2024; however, there was a slight decrease in measurement number 7 (2.0%) in 2025 versus 2024.

The performance improvement plan progress is reviewed by the Executive Director no less than quarterly and additional standards to improve overall agency performance are reviewed and adopted as needed. CCDDR's management team reviews and discusses Performance Measures no less than quarterly to 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 individual performance improvement plans are implemented successfully.

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. In 2020 and 2021, stringent COVID-19 pandemic protocols did make it challenging in many instances for Support Coordinators to share documents and communicate with clients, clients' families, guardians, and providers. The protocols required a heavy reliance on internet-based document sharing and communications, which were often difficult for clients, clients' families, guardians, and providers to access due to limited resources, restrictive service options, and constrained service availability. In 2022, COVID-19 restrictions started to ease, and support monitoring began to shift back towards pre-pandemic protocols. In 2023, CCDDR resumed full pre-pandemic protocols and support monitoring. The unintended

and unexpected benefit is that many clients, clients' families, guardians, and providers are now more familiar with and more comfortable using internet-based document sharing and communications because of the informational sharing and support monitoring protocols implemented throughout COVID-19 pandemic.

CCDDR remained financially stable in 2025; however, staff reductions were necessary due to an insufficient TCM rate. The TCM rate has not increased since 2015. The agency has been able to continue accommodation of annual wage increases for TCM program staff and has also been able to maintain competitive compensation and benefits packages. The salary study conducted in 2025 shows CCDDR is well-situated compared to other agencies of similar size providing the same or similar services. The recent workforce challenges and the rapidly rising costs of living will likely require CCDDR to continually commit more resources to employee recruitment and retention strategies. Operational support funding, service provider contracts, and CCDDR-sponsored program funding have also remained stable; however, it is very likely CCDDR's financial resources will become even more significantly strained in years to come. There are concerns that continued efforts by lawmakers to reduce or eliminate various components of real property and/or personal property taxes will reduce SB 40 tax revenues needed to sustain local support services and programs. If SB 40 tax revenues are reduced or become stagnant and there is no significant increase in the TCM fee-for-service rate in the immediate future, other sources of revenue may need to be sought to offset the rising costs or additional cuts or restrictions in SB 40 Tax and Services program expenses will need to be made.

Management Plans – Progress Reports

Accessibility Plan Progress Report Period: FY 2025

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. In 2025, plans were discussed to construct an accessible sidewalk to the employee-only entrance; however, completion of this project will be postponed due to the Keystone renovations project and any final decisions on how to proceed with the Camdenton office (maintain ownership of or sell the property). There are still two administrative employees occupying the Camdenton office full-time; however, CCDDR is currently in the planning processes to transition the employees to the Keystone office.

The Request for Proposals for Architectural and Construction Administrative Services for the Keystone commercial building renovations was awarded to Columbia Associates in December 2022, and the contract with Columbia Associates began in January 2023. Concept designs were submitted in July 2023, and the Board of Directors chose the best concept based on budgetary restrictions. An Invitation for Bids was subsequently issued, and the Keystone facility renovations project was awarded to PCE in October 2024. The renovations included multiple accessible entrances and parking spaces. The Keystone renovations project was completed in September 2025 and all inspections and finalizing documents were completed in September, October, and November 2025. The transition for designated employees to occupy the Keystone office full-time began in November 2025 and was completed at the end of December 2025. Although there are accessible parking spaces and walkways to the public and employee-only entrances, the parking lot is not a smooth surface (gravel). There are two other employee-only entrances going into the administrative only portion of the Keystone office, which do not have accessible parking spaces in front of them. CCDDR plans to change the parking lot to a smooth surface and add one accessible parking space and walkway to the administrative portion at some point in the future; however, these projects are contingent on available funding.

Community Needs:

CCDDR completed three macro–Community Health Inclusion Index (CHII) assessments in 2022 as a sub awardee of a preventative health care grant awarded by the Centers for Disease Control (CDC) to the University of Missouri Kansas City, Institute for Human Development (UMKC-IHD). The macro CHIIs were administered for Camden County, the City of Camdenton, and the City of Osage Beach. All three macro-CHII assessments identified the following needs:

- Ensure trained transit facilities staff in providing proper services to individuals with disabilities
- Increase alternative transit services (paratransit services) for individuals with disabilities
- Develop affordable transit options
- Incorporate principles of universal design, accessible residential units, and Public Rights-of-Way Access Guidelines (PROWAG) in planning and development
- Design and implement disability awareness training on accessibility equipment, service animals, evacuation procedures, safe loading, etc.
- Develop incentives and informational resources for healthy food retailers and convenience stores
- Collaborate with state and local governments to develop policies to provide grants, loan programs, and tax incentives to outdoor recreation programs to improve the accessibility of the built environment
- Maintain and repair paths consistently
- Proactive steps for public meetings and forums to be more inclusive and accessible
- Recruit individuals with disabilities, disability specialists, organizations, and cultural brokers for outreach
- Implement safe routes to school (SRTS)
- Targeted and all-encompassing disability awareness training
- Develop accessible paths of travel and educated community leaders for proper maintenance

In February 2023, CCDDR was awarded a subgrant from UMKC-IHD through the CDC preventative health care grant to create a mobility coordination program. Three employees received Mobility Management training through the National Center for Mobility Management (NCMM), and CCDDR's Mobility Coordination Initiative was launched in January 2024. Also in December 2023, CCDDR received the NCMM Community Mobility Design Challenge grant and began working on potential solution concepts to improve and increase transportation options in communities. The NCMM grant activities concluded in April 2024. The Community Mobility Design Challenge grant was the first of three stages of grants possible in the NCMM grant series. The CCDDR grant team's concept was not selected to move forward; therefore, CCDDR was not eligible for the pilot program grant of up to \$75,000 to launch its final solution concept in 2025.

CCDDR's research during the CDC/UMHC-IHD grant and NCMM grant activities reaffirmed the need for CCDDR to continue focusing on developing/increasing competitive integrated employment opportunities, transportation service opportunities, access to affordable housing opportunities, support service availability/utilization, community education programs, and community collaborations/partnerships in the future. CCDDR management continues to actively work towards expanding its community engagement activities to remove barriers and increase opportunities for CCDDR clients, which is identified in CCDDR's 2023 to 2025 Strategic.

In 2024, the Lake of the Ozarks Council of Local Governments (LOCLG) established a Multimodal Subcommittee (MMSC) of the Transportation Advisory Committee (TAC). While the TAC concentrates on roads and bridges, the MMSC will concentrate on alternative transportation options/solutions, transit opportunities, and accessible walkways in communities. In 2025, LOCLG plans were underway to schedule MMSC meetings beginning in 2026. Also In 2025, the LOCLG initiated conversations with CCDDR to establish an agreement to renew the Coordinated Public Transit Human Services Plan (HSTP), which is due every five years. The most recent HSTP expired in 2023; therefore, critical FTA funding for transportation agencies providing transportation services for seniors and people with disabilities in LOCLG counties (Laclede, Miller, Morgan, and Camden) cannot be awarded to any agency until the HSTP is renewed. CCDDR's Board approved a draft agreement in 2025, which was subsequently submitted to the LOCLG. The LOCLG is expected to approve the agreement in early 2026.

CCDDR continues its education and outreach activities to address the needs within communities. CCDDR continues to work diligently with community stakeholders to communicate the concerns of accessibility to local employers, healthcare providers, businesses, parks, and other facilities. While there is no definite resolution date projected, CCDDR will advocate strongly with local business leaders/owners, elected officials, and the public to encourage acceptable modifications to existing buildings or the development of new buildings.

Risk Management Plan Progress Report Period: FY 2025

Overview

- Monetary damages/losses: \$0
- Employee At-Fault Vehicle Accidents: 0
- Potential damages/near-misses: 0
- Workers Compensation Claims: 0
- Infractions Resulting in Involuntary Termination: 1
- Governmental investigations: 0
- Legal action taken against Board/agency: 0

There were no monetary damages or losses during the year, employee at-fault vehicle accidents, potential damage/near misses, or Workers Compensation claims. There were three CCDDR employees terminated involuntarily; however, two of the three involuntary terminations resulted from a planned staff reduction because the TCM rate has not been increased in a decade and is not providing enough revenue to sustain the rising costs of the TCM program. Staff reductions were necessary to accommodate increases to overall operational expenses. All other terminations were employee-initiated and voluntary; however, CCDDR did not hire to fill the vacancies for three of the four voluntary terminations due to the planned staff reduction. There were no governmental investigations and no legal actions taken against the Board/agency.

Proactive Measures Taken

CCDDR maintains its building/premise/asset/content insurance coverages for the Camdenton and Keystone properties. After the Keystone renovations were completed, property values for the Camdenton office, Keystone office, and Keystone rental home were increased to reflect the rise in costs for replacement and the new value of the Keystone office after renovation completion. CCDDR maintains its coverage to protect against the loss of or damage to property/assets. All other general liability, professional liability, cyber liability, Workers Compensation, and Directors and Officers insurance coverages are also maintained to protect the Board, staff, clients, and public against loss due to injury and other incidents. CCDDR maintains its fidelity coverage to ensure complete coverage of annual revenues received and controlled by the Board of Directors, which includes administrative employees and Board members. CCDDR maintains its motor vehicle coverage to include employees' use of vehicles not owned by CCDDR while conducting CCDDR business (non-owned vehicle coverage – CCDDR does not currently have any owned vehicles). This provides additional protection in the event an employee has an at-fault accident when driving while conducting CCDDR business. CCDDR utilizes the services of an insurance broker group, Assured Partners, to continually review changes in the laws and insurance guidelines so CCDDR maintains appropriate coverage and risk mitigation. Assured Partners reviews CCDDR insurance-related matters and its operational activities on a continuous basis to ensure appropriate coverage is in place.

CCDDR's legal counsel is an attorney firm, Bryan Cave Leighton Paisner (BCLP). The Executive Director maintains continuous communication 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 has also recently reaffirmed and strengthened 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 Period: FY 2025

Most of the current laptops being utilized were originally purchased in 2019. The current laptops are exhibiting obvious signs of ongoing "wear and tear" resulting from continuous usage and their age. Two of the laptops are not compatible with Windows 11; therefore, they are obsolete. In 2025, CCDDR was in the process of purchasing new laptop computers

for all employees. Laptop purchases were completed through Dell and Lenovo at the end of 2025, while HP was still in process. CCDDR also purchased five-year warranties on all the new laptops. All the new laptops will be distributed to employees in early 2026. CCDDR will continue to utilize functional laptops from the current laptop pool and a new laptop as spares in case there are repairs needed or other issues with the new laptops arise. The old laptops will be sent to SumnerOne for proper disposal (i.e. "shredding") of the hard drives and other components as necessary.

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 available at each employee workstation, which can also be relocated and used remotely if necessary. 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. The online version of QuickBooks is utilized for agency accounting purposes. 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 (currently "CIMOR") on a regular basis to ensure data integrity and verification. CCDDR also utilizes WebEx, Zoom, and Microsoft Teams to accommodate virtual meetings when appropriate. Artificial Intelligence (AI) is not utilized for any purposes related to confidential or protected health information. AI is currently only used for generic searches online or conversion of publicly accessible information, such as conversion of public meetings to recorded notes/meetings or finalizing publicly accessible documents. CCDDR will be updating its current Technology Plan in 2026 to include the usage of AI and defining those parameters as well as all other necessary information technology updates.

CCDDR also utilizes a third-party data back-up system. 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 2025, CCDDR procured Voice over Internet Protocol (VoIP) technology to replace traditional phone and facsimile communications. GoTo is now CCDDR's VoIP provider. This VoIP system was fully implemented at the end of 2025. Phone calls can now be transferred directly to employee cell phones if they are not in the office via the GoTo application, and all employees can check their messages remotely as well as send facsimiles from their cell phones or laptops. The GoTo VoIP system is also HIPAA compliant.

Mobile Internet "hot spots" are available 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". In 2025, CCDDR solicited Requests for Proposals for Cell Phone Services. AT&T was awarded the services, and all employees will have a CCDDR-owned and issued cell phone beginning in 2026. The new cell phones will have built in "hot spot" capabilities; therefore, the current "hot spots" will be retired and those services will be cancelled.

CCDDR currently utilizes SumnerOne to be its information technology manager and consultant. SumnerOne continually modernizes CCDDR's technology solutions and provides CCDDR with maintenance software necessary to maintain efficient and confidential operations. SumnerOne is also responsible for systems security, updates, and other ongoing hardware maintenance, which can predominantly be done remotely if the devices are connected to the Internet. CCDDR continues to provide cyber security training in collaboration with SumnerOne, and SumnerOne utilizes existing tools available to test employees recognition of cyber threats. All employees have completed the cyber security training, and new employees will complete the training after their hire date.

There have been sporadic instances when employees report suspicious activity. Employees followed the appropriate protocol by disconnecting from the internet, shutting off the laptop, and immediately reporting the suspicious activity. SumnerOne investigated all suspicious activity and confirmed there were no CCDDR files or data affected or compromised. Suspicious activity reported in 2025 was determined to be either hardware or software issues only. A Cybersecurity Incident Response Plan was developed and adopted by the Board of Directors in 2024.

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 for its website. CCDDR also continues to maintain a Facebook page and plans on expanding its community outreach efforts to other social media platforms in hopes of promoting programs, events, and public awareness. Progress is expected to continue beyond 2025.

CCDDR’s records are now predominantly stored in digital format and digitally transferrable. Only required paper copies will be kept in physical 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. CCDDR will continue to consult with its information technology management contractor 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 Report Period: FY 2025

CCDDR’s objectives are:

Goal: Ensure each Support/Service Plan and assessment used clearly spells out accurate cultural information and any needs or areas to be addressed.

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

Timeframe: For each individual, completion of their assessments and Support/Service Plan narrative/goals are implemented out of the Annual Plan Conference. Success will be noted upon both guardian and/or individual approval of the final Support/Service Plan.

Progress: *Support Coordinators review each PCSP 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 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 web-based or in-person employee training sessions on cultural competency upon employment with CCDDR.

Action: New employees will receive the training after their initial start date, and ongoing training to all employees may be administered if deemed necessary.

Timeframe: Documentation for each new employee training course will be recorded in the new employee's personnel training file showing they have completed the training session on cultural competency. Cultural competency training materials will be reviewed annually for relevance and updated as deemed necessary. If training materials are updated, training for all employees will be readministered, and employees' personnel training files will reflect the ongoing training.

Progress: *In 2023, CCDDR identified a training module within Relias, and all employees received the training at a team meeting in 2023. New employees have and will continue to receive training as well within the first 30 days after being hired. There have been no updates needed for the current training.*

Agency Disaster and Pandemic Plan Progress Report Period: FY 2025

Thankfully, CCDDR has not experienced any catastrophic incidences due to storms, floods, tornadoes, or other events similar in nature. However, the recent 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 in 2020 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.

2023-2025 Strategic Plan Goals Progress Report Period: FY 2025

Service Delivery and Community Engagement

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
- Affordable housing opportunities
- Recreation, leisure, and other community inclusion activities
- Family and community support and education
- Transportation
- Children direct support services
- Adult direct support services

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 can 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 in collaboration with 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. Camden County's sheltered workshop, Lake Area Industries (LAI), is also seeking to establish a contract with the Department of Mental Health to provide employment support services. CCDDR provided consultation to LAI at the beginning of this endeavor. LAI hopes to establish a contract in 2026. However, continued lack of transportation options and many clients'/families'/guardians' perception that clients will lose benefits has complicated progress towards increasing competitive integrated employment support services and efforts to expand employment support services. In 2024, two CCDDR employees received training to provide benefits analysis; however, one of the employees is no longer an employee of CCDDR due to staff reductions. CCDDR also trained three employees on mobility management practices from 2023 to 2025; however, two of the three are no longer employees of CCDDR. Additional mobility management training will be provided for other employees in the future. CCDDR also helped to establish a new volunteer driver program in partnership with New Growth Transit (NGT), which was launched in Camden County in 2024.

Goal Met in 2025: No, but making significant progress

Affordable Housing Opportunities

- CCDDR will 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 seek additional funding sources to support and sustain efforts to establish permanent housing for clients and their families and will continue to educate the community on how important permanent housing is in community inclusion and participation

Progress

CCDDR suspended its Housing Voucher Program (HVP) at the end of 2022. The lack of affordable housing options; an ongoing need to develop new, accessible, and affordable housing options in the area; and increases in costs associated with other local legacy support programs/services funded through the SB 40 tax funding required CCDDR to suspend its HVP indefinitely. The SB 40 tax funding has not been able to sustain growth to offset recent inflationary factors affecting costs for transportation and other legacy programs. CCDDR will continue to assist clients needing temporary or transitional housing assistance to prevent homelessness by collaborating with other community resource agencies. 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, accessible, Universal Design Concept-based housing units. Efforts to provide access to affordable, accessible housing opportunities have increased due to the current affordable, accessible housing crisis in the Lake of the Ozarks region. Current housing costs have increased significantly and will present challenges to securing affordable, accessible housing in 2024 and beyond. Through CCDDR's partnership with the LACDC, one CCDDR client was able to purchase a home through the United States Department of Agriculture home purchase assistance program since 2023. Other USDA programs are currently utilized by the LACDC, and those programs show great promise in assisting CCDDR clients in obtaining affordable, accessible Universal Design Concept-based housing. The LACDC is also working towards the creation of a Participating Jurisdiction (PJ) Consortium. CCDDR is spearheading the PJ Consortium creation efforts. A PJ Consortium will guarantee HOME Investment Partnership Program (HOME) funds will be allocated to the PJ Consortium annually. HOME funded housing units are specifically designated to assist low- and very low-income individuals and families. In 2024 and 2025, CCDDR coordinated several presentations and discussions about establishing a PJ consortium in an attempt to educate the public and other stakeholders about the importance of affordable housing opportunities.

Goal Met in 2025: No, but making significant progress

Recreation, Leisure, and Other Community Inclusion Activities

- CCDDR will seek sponsorship and/or co-sponsorship in recreational and leisure activities for its clients 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 clients 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, budgetary constraints and a lack of transportation options have reduced participation at in-person community activities, and access to virtual events have been limited for various reasons, including limited access to broadband services/technology resources. In 2023, CCDDR secured a sub grant through the Centers for Disease Control and Prevention (CDC) via the University of Missouri Kansas City – Institute for Human Development (UMKC-IHD) to create a mobility coordination program. The grant paid for mobility management training, and CCDDR launched its Mobility Coordination Initiative in January 2024. In partnership with NGT, CCDDR also helped to successfully establish a new volunteer driver program in Camden County. NGT offers the volunteer driver program free of charge to anyone who needs a ride to and from destinations. This program was fully implemented in Spring 2024 and promises to be beneficial to CCDDR clients.

Goal Met in 2025: No, but making significant progress

Family and Community Support and Education

- The internal operating structure will be enhanced to increase available time to support individuals and their families as well as 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, partner with, sponsor, and/or co-sponsor community support organizations designed to create social capital networks for individuals 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. Recently conducted needs assessments by multiple agencies, including CCDDR, have identified various deficiencies in available community resources. CCDDR has historically sponsored education opportunities pertaining to CCDDR-sponsored programs as well as community-wide symposiums and conference opportunities. In 2024, CCDDR continued to solidify its Community Resource Coordination (CRC) program. The goal of CCDDR’s CRC is community resource development and to provide assistive services to CCDDR clients that would normally not be available through Medicaid or other traditional programs. CCDDR has been able to continue to build a strong foundation of community partners and has provided clients, guardians, and their families with additional resources and networking opportunities. CCDDR was able to allocate time and resources normally reserved for other activities to strengthen CCDDR’s research and communications by establishing relationships through less than traditional methods. For example, CCDDR partnered with NGT to establish a volunteer driver program in Camden County, which launched in 2024 and has partnered with the LACDC to establish additional affordable housing program opportunities. However, there was a setback in 2025 due to necessary staff reductions and budgetary constraints. This setback has impeded further development and progress. CCDDR is currently working to finalize a plan to re-establish a commitment to community education and resource development.

Goal Met in 2025: No, but progress was made and efforts are ongoing

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

Currently, CCDDR directly contracts with OATS to provide transportation services to and from the sheltered workshop for its clients. CCDDR had to suspend funding for the Tri-County Deviated Route service in 2023 due to increased operational costs, increased costs for providers to provide services in other legacy programs funded by CCDDR, and insufficient increases in CCDDR SB 40 tax fund revenues to sustain ongoing funding due to these increased costs.

CCDDR secured a sub grant in 2023 through the CDC via the UMKC-IHD to create a mobility coordination program. The grant paid for mobility management training, and CCDDR launched its Mobility Coordination Initiative in January 2024. At the same time, CCDDR also successfully collaborated with New Growth Transit (NGT), a West Central Missouri Community Action Agency partner, to establish a new volunteer driver program in Camden County. NGT offers its volunteer driver program to the public free of charge for anyone who needs a ride to and from destinations. This program was fully implemented in Spring 2024 and has subsequently been turned over to the Missouri Community Action Agency to manage. Funding for any full 12-month operational period continues to be an issue for this program. With sustainable annual funding, this program will be beneficial to CCDDR clients now and in the future.

CCDDR received a grant from the National Center for Mobility Management (NCMM) to develop potential solution concepts for addressing community transportation barriers in December 2023. The NCMM Community Mobility Design Challenge was one of three grants that could provide transportation development opportunities and could eventually fund up to \$75,000 for the implementation of a pilot program. The NCMM Community Mobility Design Challenge grant was completed in April 2024. Unfortunately, CCDDR's mobility management and mobility coordination services concept was not selected to move forward to the next grant phase. However, CCDDR continued to actively engage with the Missouri Transportation Task Force, which subsequently launched its Missouri Mobility Management Initiative in July 2024. Also in 2024, CCDDR successfully submitted a proposal to the Missouri Association of County Developmental Disabilities Services (MACDDS), which CCDDR is a member of, to support adding Mobility Coordination Services as a new Waiver service. MACDDS support for the new Waiver service was subsequently submitted to the Department of Mental Health and conversations about this proposed new Waiver service have been ongoing.

MoDOT's Multimodal Division announced its efforts to develop a statewide and regional mobility management program in 2024. The goal was for the statewide and regional mobility management program to be launched in July 2026; however, MoDOT informed CCDDR in 2025 that funding would not be approved to launch the program in 2026. The hope is that MoDOT will renew its efforts to launch a statewide and regional mobility management program in the future. From 2023 to 2025, CCDDR trained three employees on mobility management practices; however, two of the three are no longer employees of CCDDR. Additional mobility management training will be provided for other employees in the future.

In 2024, the Lake of the Ozarks Council of Local Governments (LOCLG) established a Multimodal Subcommittee (MMSC) of the Transportation Advisory Committee (TAC), which CCDDR is a member of. While the TAC concentrates on roads and bridges, the MMSC will concentrate on alternative transportation options/solutions, transit opportunities, and accessible walkways in communities. In 2025, LOCLG plans were underway to schedule MMSC meetings beginning in 2026. Also In 2025, the LOCLG initiated conversations with CCDDR to establish an agreement to renew the Coordinated Public Transit Human Services Plan (HSTP), which is due every five years. The

most recent HSTP expired in 2023; therefore, critical FTA program funding for transportation agencies providing transportation services for seniors and people with disabilities in LOCLG counties (Laclede, Miller, Morgan, and Camden) cannot be awarded to any agency until the HSTP is renewed. Mobility management programs, which include mobility coordination services, can be funded by these FTA programs. FTA programs can provide 80% of the funds needed to facilitate the ongoing operations of a mobility management program. CCDDR's Board approved a draft agreement in 2025, which was subsequently submitted to the LOCLG. The LOCLG is expected to approve the agreement in early 2026.

Goal Met in 2025: No, but making significant progress

Children Direct Support Services

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

Progress

CCDDR was able to establish new and/or renew existing partnerships/collaborations to secure additional children's support service options. These new partnerships/collaborations led to CCDDR Purchase of Services and/or Supports Agreements with local children's support providers, and these partnerships/collaborations will be ongoing. One partnering/collaborating children's support provider was able to expand its services by successfully increasing its service capacity in 2023. This service provider is currently trying to locate and/or establish additional space to accommodate more CCDDR clients. There have been ongoing conversations with this provider on how to increase services provided to CCDDR clients and how to expand available space to provide those services utilizing CCDDR's Camdenton office. The Keystone facility renovations were completed in 2025, and most of CCDDR's employees have relocated to the Keystone office. Conversations with this provider will be ongoing. In 2024 and 2025, CCDDR also received inquiries from other local children's support providers about potentially establishing Purchase of Services and/or Supports Agreements with CCDDR in the future.

Goal Met in 2025: Yes, but more progress is needed.

Adult Direct Support Services

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

Progress

In recent years, there has been a direct support professional hiring and retention crisis in Missouri as well as nationwide. Although provider rates have been increased in recent years, Missouri's approved support provider service rates have not been adequate to sustain staffing levels needed to keep up with the current demand for services for existing clients, let alone expand into other needed service areas or provide services for new clients. A Wait List for Waiver services was implemented in July 2024 by the Department of Mental Health due to inadequate state funding appropriations. Although supplemental funding was approved in 2025, there is still the potential that support providers will not be able to meet the demand for additional direct support professionals. Support providers compete with other industries to attract and retain a sustainable work force. Other industries, such as retail and fast food, increased their minimum starting wages; thereby, making it more difficult for support providers to attract qualified staff. This issue has been compounded by the annual increases in the state's minimum wage and inflationary factors. In State Fiscal Year 2023, most direct support provider service rates were increased to a level to sustain \$15/hour wages for direct support professionals, which has alleviated some hiring and retention issues; however, the direct support professional hiring and retention issues will likely escalate again due to ongoing inflationary factors

and current workforce demands and expectations as well as the potential threat of reduced or stagnant rates and annual increases to Missouri's minimum wage. CCDDR's budgetary constraints do not allow CCDDR to provide enough additional funding for local support providers who need supplemental revenues to fill vacant positions and/or expand services. There has been minimal progress both locally and statewide, but new or increased funding continues to be a significant factor in addressing "service deserts". Without new or increased state and/or Federal funding, it is difficult to meet demands for additional services and service providers.

Goal Met in 2025: No, but minimal progress has been made

Administrative

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.

Objectives:

- Human Resources
- Community Resource Development

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

Employees have been provided with modern and necessary tools to assist in client development, client independence, and client choice as well as to increase employee efficiency, effectiveness, and productivity. CCDDR has been able to continue to build a stronger foundation of community partnerships. CCDDR 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.

From 2020 to 2024, CCDDR experienced workforce shortages and higher than normal turnover rates in the Support Coordination team. Turnover in the Support Coordination team from 2020 to 2024 was 230%. Other similar employers and service providers statewide and nationwide were experiencing the same issues with employee retention and hiring. To help determine current employee desires/needs and to remain competitive with other similar employers, CCDDR distributed several surveys to all employees and several surveys to Support Coordinators only since 2020. The results of the surveys and a considerable number of all staff and individual staff discussions largely reflected that employees were satisfied with CCDDR's benefits, and employees appreciated CCDDR's efforts to improve benefit programs, pay scales, and advancement opportunities.

CCDDR increased the Support Coordinator's minimum starting wage and the Support Coordination team's base wage pool in 2022 due to inflationary factors and to enhance employee retention and attraction. Wage

compression was avoided, and the existing Support Coordination team's base wage pool increased by a collective average of 13%. Support Coordination team supervisors and other specific support staff also received an average 4% increase in pay. The overall effect temporarily slowed down the Support Coordination team's turnover rate in 2022, and the increase in new Support Coordinator starting pay attracted more applicants. However, CCDDR still experienced higher-than-usual turnover rates in 2023 and 2024 and continues to explore other options to increase stability and retention. CCDDR researched the possibility of reducing Support Coordinators' work week from 40 to 34.5 hours per week while maintaining their current annual gross wages; however, implementing this idea could only be accomplished if a substantial increase in the TCM rate is implemented at an appropriately competitive market level.

CCDDR has adopted and continues to use an objective and subjective performance-based evaluation system as well as annual cost of living increases based on the Consumer Price Index. Employees can be rewarded for their hard work, meeting Medicaid assurances, and meeting CCDDR's performance goals. Training opportunities have been expanded, and employees are encouraged to participate in educational and training webinars when available and appropriate to do so. CCDDR's workforce stabilized in 2025, and application pools were expanded. MACDDS submitted its statewide benefits analysis and review to CCDDR in 2025, and CCDDR determined its benefit package was either better than or equal to other similar agencies and programs participating in the analysis and review. However, CCDDR has exhausted its financial capabilities to potentially provide increases in starting pay and avoid wage compression issues from those potential increases in starting pay without supplementing the TCM program and/or implementing strategic cuts to its future budgets. The state legislature has not approved a TCM rate increase in a decade; therefore, it is inevitable that wages will become stagnant if a TCM rate increase is not approved. CCDDR continues to partner with MACDDS to advocate for appropriate TCM rate increases. To further complicate the issue, CCDDR was forced to reduce its total staff in 2025, which can inhibit meeting goals in future strategic plans and create overwhelming workloads for staff should staff reductions be needed again in the future.

Goal Met in 2025: Yes, but extensive ongoing efforts will be needed

Community Resource Development

- CCDDR's community resource program will continue to strengthen and expand community partnerships and its clients' social capital
- 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, Web site developments, and community engagement activities to educate the community and promote participation or support for new programs
- CCDDR will expand its presence to include local, statewide, and nationwide participation in stakeholder conversations, new program initiatives, regulatory guidance, and service delivery methods
- 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

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. CCDDR has been able to continue to build a stronger foundation of community partnerships. 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. CCDDR has received grants since 2023 that have expanded its community partnerships and community resource development opportunities and will continue to seek out other grants and funding opportunities to further expand community partnership, community resource development, and community education opportunities in the future.

Goal Met in 2025: Yes, but more progress is needed

Support Coordination Report

March 2026

Client Caseloads

- Number of Caseloads as of March 31st, 2026: 354
- Budgeted Number of Caseloads: 335
- Medicaid Billable: 80.79%
- Pending Intakes: 0
- Approved Intakes: 3
- Transfers In: 0
- Transfers Out: 5
- Discharges: 0

Caseload Counts

Daniel Burrows – 33
Elizabeth Chambers – 36
Angela Fairchild – 31
Angela Graves – 36
Paige Jackson – 30
Ryan Johnson – 41
Jamie Merryman – 32
Christina Mitchell – 34
Patricia Strouse – 81*

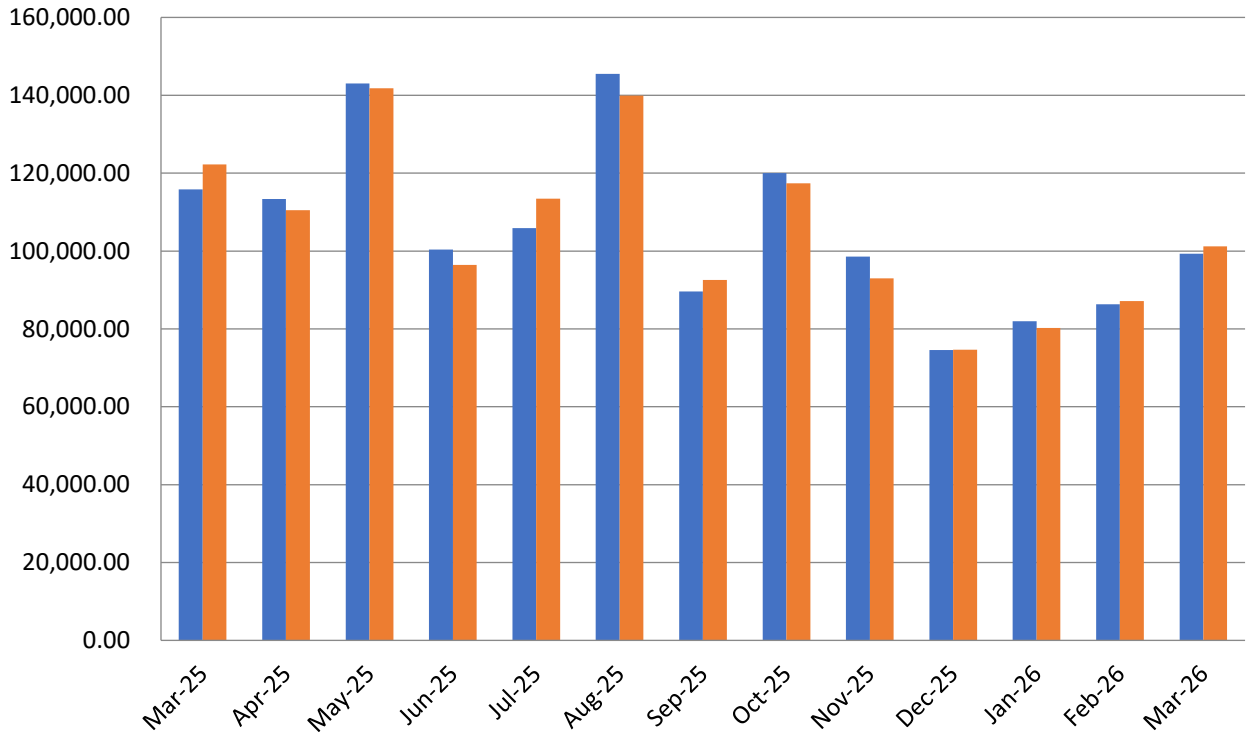
*Non-Medicaid Caseload

Agency Economic
Report
(Unaudited)

March 2026

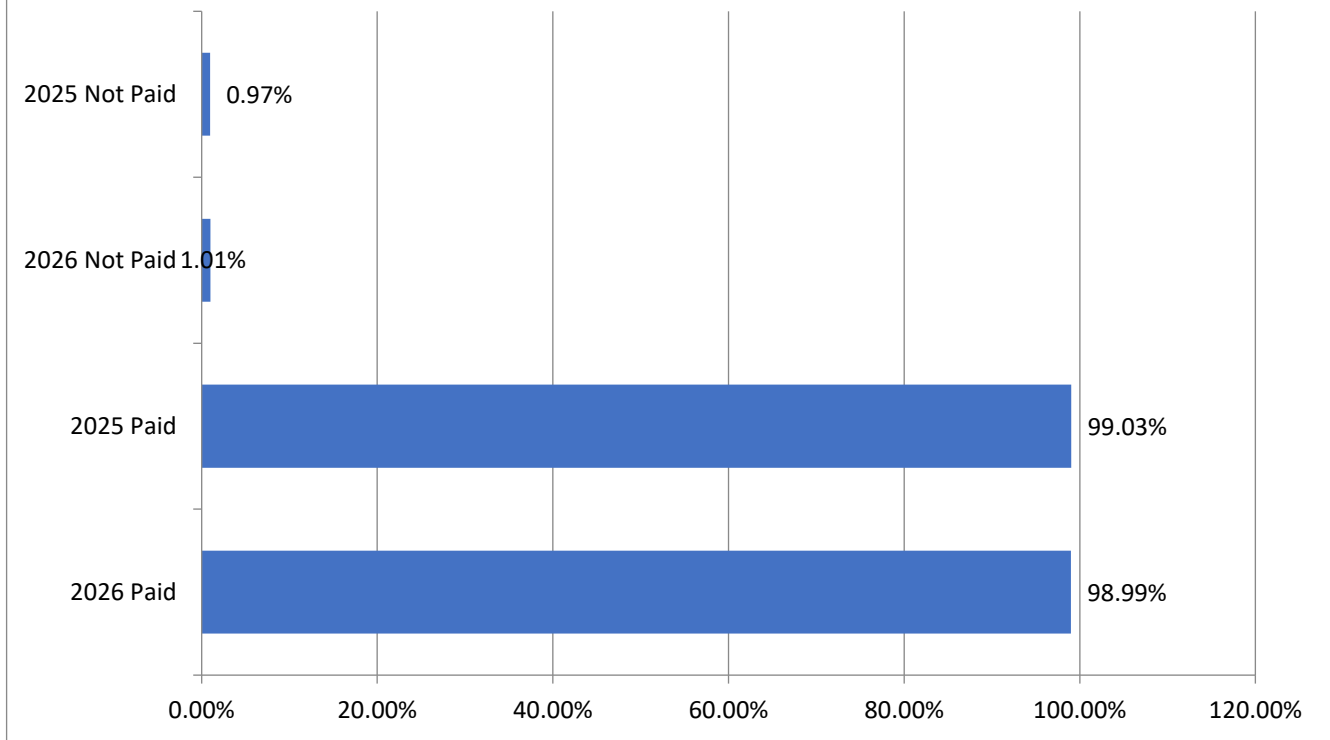
Medicaid Targeted Case Management Income

TCM Billed vs TCM Payment Received



| | Mar-25 | Apr-25 | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 |
|------------------------|------------|------------|------------|------------|------------|------------|-----------|------------|-----------|-----------|-----------|-----------|------------|
| Total Payable Billed | 115,836.48 | 113,356.80 | 143,052.48 | 100,414.08 | 105,926.40 | 145,480.32 | 89,622.72 | 120,009.60 | 98,556.48 | 74,580.48 | 81,941.76 | 86,296.32 | 99,308.16 |
| Total Payment Received | 122,238.72 | 110,496.96 | 141,825.60 | 96,413.76 | 113,460.48 | 139,890.24 | 92,603.52 | 117,391.68 | 92,975.04 | 74,649.60 | 80,274.24 | 87,143.04 | 101,174.40 |

2026 vs 2025 Percentage Comparison Medicaid Billed vs Medicaid Paid



Budget vs. Actuals: March 2026

| | SB 40 Tax | | | Services | | |
|--|-------------------|-------------------|------------------|------------------|------------------|------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Income | | | | | | |
| 4000 SB 40 Tax Income | \$41,141 | \$39,250 | \$1,891 | | | \$0 |
| 4500 Services Income | | | \$0 | \$131,088 | \$109,827 | \$21,261 |
| Total Income | \$41,141 | \$39,250 | \$1,891 | \$131,088 | \$109,827 | \$21,261 |
| Gross Profit | \$41,141 | \$39,250 | \$1,891 | \$131,088 | \$109,827 | \$21,261 |
| Expenses | | | | | | |
| 5000 Payroll & Benefits | | | \$0 | \$86,280 | \$86,097 | \$183 |
| 5100 Repairs & Maintenance | | | \$0 | \$245 | \$285 | (\$40) |
| 5500 Contracted Business Services | | | \$0 | \$8,051 | \$10,705 | (\$2,654) |
| 5600 Presentations/Public Meetings | | | \$0 | \$201 | \$240 | (\$39) |
| 5700 Office Expenses | (\$400) | | (\$400) | \$1,609 | \$1,500 | \$109 |
| 5800 Other General & Administrative | | \$25 | (\$25) | \$4,404 | \$2,650 | \$1,754 |
| 5900 Utilities | | | \$0 | \$1,263 | \$3,000 | (\$1,737) |
| 6100 Insurance | | | \$0 | \$2,368 | \$2,400 | (\$32) |
| 6700 Partnership for Hope | \$2,555 | \$3,905 | (\$1,350) | | | \$0 |
| 6900 CCDDR Programs & Services | \$29,930 | \$29,930 | \$0 | | | \$0 |
| 7200 Children's Programs | \$33,516 | \$31,350 | \$2,166 | | | \$0 |
| 7300 Sheltered Employment Programs | \$22,056 | \$24,510 | (\$2,454) | | | \$0 |
| 7900 Special/Additional Needs | \$1,062 | \$628 | \$434 | | | \$0 |
| Total Expenses | \$88,720 | \$90,348 | (\$1,628) | \$104,420 | \$106,877 | (\$2,457) |
| Net Operating Income | (\$47,579) | (\$51,098) | \$3,519 | \$26,668 | \$2,950 | \$23,718 |
| Other Expenses | | | | | | |
| 8500 Depreciation | | | \$0 | \$6,094 | \$6,779 | (\$685) |
| Total Other Expenses | \$0 | \$0 | \$0 | \$6,094 | \$6,779 | (\$685) |
| Net Other Income | \$0 | \$0 | \$0 | (\$6,094) | (\$6,779) | \$685 |
| Net Income | (\$47,579) | (\$51,098) | \$3,519 | \$20,574 | (\$3,829) | \$24,403 |

Budget Variance Report

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

Total Expenses: In March, overall SB 40 Tax Program expenses were lower than budgeted. The overage in Children's Services was because CLC's program participation rate was higher than budgeted, and the Special/Additional Needs expenses were higher than budgeted. Overall YTD Services Program expenses were lower than budgeted. Payroll & Benefits were over budget because CCDDR's recently purchased cell phones were not ready for distribution to employees yet, Office Expenses were over budget because additional shelving was needed to store historical records at Keystone, and Other General & Administrative expenses were over budget because legal expenses were higher than anticipated.

Budget vs. Actuals: January to March 2026

| | SB 40 Tax | | | Services | | |
|--|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| Income | | | | | | |
| 4000 SB 40 Tax Income | \$1,127,469 | \$1,097,902 | \$29,567 | | | \$0 |
| 4500 Services Income | | | \$0 | \$358,513 | \$303,634 | \$54,879 |
| Total Income | \$1,127,469 | \$1,097,902 | \$29,567 | \$358,513 | \$303,634 | \$54,879 |
| Gross Profit | \$1,127,469 | \$1,097,902 | \$29,567 | \$358,513 | \$303,634 | \$54,879 |
| Expenses | | | | | | |
| 5000 Payroll & Benefits | | | \$0 | \$287,241 | \$301,044 | (\$13,803) |
| 5100 Repairs & Maintenance | | | \$0 | \$245 | \$855 | (\$610) |
| 5500 Contracted Business Services | | | \$0 | \$30,573 | \$39,735 | (\$9,162) |
| 5600 Presentations/Public Meetings | | | \$0 | \$592 | \$720 | (\$128) |
| 5700 Office Expenses | \$0 | | \$0 | \$4,258 | \$4,500 | (\$242) |
| 5800 Other General & Administrative | | \$75 | (\$75) | \$19,327 | \$15,100 | \$4,227 |
| 5900 Utilities | | | \$0 | \$4,626 | \$9,000 | (\$4,374) |
| 6100 Insurance | | | \$0 | \$7,103 | \$7,200 | (\$97) |
| 6700 Partnership for Hope | \$9,638 | \$11,715 | (\$2,077) | | | \$0 |
| 6900 CCDDR Programs & Services | \$88,602 | \$89,790 | (\$1,188) | | | \$0 |
| 7200 Children's Programs | \$80,559 | \$82,550 | (\$1,991) | | | \$0 |
| 7300 Sheltered Employment Programs | \$61,789 | \$68,030 | (\$6,241) | | | \$0 |
| 7900 Special/Additional Needs | \$1,198 | \$3,184 | (\$1,986) | | | \$0 |
| Total Expenses | \$241,787 | \$255,344 | (\$13,557) | \$353,966 | \$378,154 | (\$24,188) |
| Net Operating Income | \$885,682 | \$842,558 | \$43,124 | \$4,548 | (\$74,520) | \$79,068 |
| Other Expenses | | | | | | |
| 8500 Depreciation | | | \$0 | \$17,976 | \$20,337 | (\$2,361) |
| Total Other Expenses | \$0 | \$0 | \$0 | \$17,976 | \$20,337 | (\$2,361) |
| Net Other Income | \$0 | \$0 | \$0 | (\$17,976) | (\$20,337) | \$2,361 |
| Net Income | \$885,682 | \$842,558 | \$43,124 | (\$13,429) | (\$94,857) | \$81,428 |

Budget Variance Report

Total Income: As of March, YTD SB 40 Tax Program income was higher than projected, and YTD Services Program income was higher than projected.

Total Expenses: As of March, YTD SB 40 Tax Program expenses were lower than budgeted in all categories, and the overall Services Program expenses were lower than budgeted. Other General & Administrative expenses were over budget because the final invoice for the 2024 audit was not received and paid until January 2026 (budgeted for December 2025) and legal expenses were higher than anticipated.

Balance Sheet as of March 2026

| | 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 | \$0 | |
| 1020 SB 40 Tax Certificate of Deposit | \$0 | |
| 1025 SB 40 Tax - Bank of Sullivan | \$0 | \$0 |
| 1030 SB 40 Tax Reserve - Bank of Sullivan | \$0 | |
| 1035 Heritage SB 40 Tax Account | \$1,410,991 | |
| 1040 Heritage Money Market Account | \$200,116 | |
| Total 1005 SB 40 Tax Bank Accounts | \$1,611,108 | \$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 | \$0 | \$0 |
| 1080 Heritage Services Account | | \$147,509 |
| Total 1050 Services Bank Accounts | \$0 | \$147,509 |
| Total 1000 Bank Accounts | \$1,611,108 | \$147,509 |
| Total Bank Accounts | \$1,611,108 | \$147,509 |
| Accounts Receivable | | |
| 1200 Services | | |
| 1210 Medicaid Services | | \$50,587 |
| 1215 Non-Medicaid Services | | \$0 |
| 1220 Ancillary Services | | \$12,119 |
| 1225 TCM Support | | \$17,811 |
| 1230 Rent | | \$0 |
| Total 1200 Services | \$0 | \$80,517 |
| 1300 Property Taxes | | |
| 1310 Property Tax Receivable | \$1,237,308 | |
| 1315 Allowance for Doubtful Accounts | (\$21,689) | |
| Total 1300 Property Taxes | \$1,215,619 | \$0 |
| Total Accounts Receivable | \$1,215,619 | \$80,517 |
| 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 | | |
| 1405 Security Deposits | | \$300 |
| 1410 Other Deposits | \$0 | |
| 1430 Deferred Outflows Related to Pensions | | \$162,900 |
| 1435 Net Pension Asset (Liability) | | (\$59,288) |
| Total 1400 Other Current Assets | \$0 | \$103,912 |
| 1450 Prepaid Expenses | | \$0 |
| 1455 Prepaid-Insurance | \$0 | \$22,403 |
| 1470 Prepaid Transit Services | \$0 | |
| Total 1450 Prepaid Expenses | \$0 | \$22,403 |
| Total Other Current Assets | \$0 | \$126,315 |
| Total Current Assets | \$2,826,726 | \$354,341 |
| 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 | | (\$224,385) |
| 1526 Accumulated Depreciation - Keystone | | (\$51,245) |
| 1530 100 Third Street Remodeling | | \$165,351 |
| 1531 Keystone Remodeling | \$0 | \$936,185 |
| 1532 Osage Beach Office Remodeling (Leased Space) | | \$4,225 |
| 1535 Acc Dep - Remodeling - 100 Third Street | | (\$113,972) |
| 1536 Acc Dep - Remodeling - Keystone | | (\$49,988) |
| 1537 Acc Dep - Remodeling - Osage Beach Office | | (\$4,219) |
| 1540 Equipment | \$0 | \$172,665 |
| 1545 Accumulated Depreciation - Equipment | | (\$133,818) |
| 1550 Vehicles | | \$0 |
| 1555 Accumulated Depreciation - Vehicles | | \$0 |
| 1560 Construction in Progress | | \$0 |
| Total 1500 Fixed Assets | \$0 | \$1,356,787 |
| Total Fixed Assets | \$0 | \$1,356,787 |
| Other Assets | | |
| 1600 Right of Use Subscription | | |
| 1601 Information Technology (I.T.) | | \$35,866 |
| Total 1600 Right of Use Subscription | \$0 | \$35,866 |
| Total Other Assets | \$0 | \$35,866 |
| TOTAL ASSETS | \$2,826,726 | \$1,746,995 |
| LIABILITIES AND EQUITY | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | | |
| 1900 Accounts Payable | \$6,446 | \$2,556 |
| Total Accounts Payable | \$6,446 | \$2,556 |
| Other Current Liabilities | | |
| 2000 Current Liabilities | | |
| 2004 Medicaid Payable | | \$0 |
| 2005 Accrued Accounts Payable | \$0 | \$0 |
| 2006 DMH Payable | \$0 | |
| 2007 Non-Medicaid Payable | \$0 | |
| 2008 Ancillary Services Payable | \$12,119 | |
| 2009 TCM Support | \$17,811 | |
| 2010 Accrued Payroll Expense | \$0 | \$0 |
| 2015 Accrued Compensated Absences | \$0 | \$0 |
| 2025 Prepaid Services | \$0 | |
| 2030 Deposits | \$0 | \$0 |
| 2050 Prepaid Tax Revenue | \$0 | |
| 2055 Deferred Inflows - Property Taxes | \$1,128,016 | |
| 2060 Payroll Tax Payable | | \$0 |
| 2061 Federal W / H Tax Payable | \$0 | (\$144) |
| 2062 Social Security Tax Payable | \$0 | \$354 |
| 2063 Medicare Tax Payable | \$0 | \$55 |
| 2064 MO State W / H Tax Payable | \$0 | (\$386) |
| 2065 FFCRA Federal W/H Tax Credit | | (\$3) |
| 2066 FFCRA Health Insurance Credit | | \$0 |
| Total 2060 Payroll Tax Payable | \$0 | (\$124) |
| 2070 Payroll Clearing | | |
| 2071 Pre-tax W / H | \$0 | \$173 |
| 2072 Post-tax W / H | \$0 | \$406 |
| 2073 Vision Insurance W / H | \$0 | \$505 |
| 2074 Health Insurance W / H | \$0 | \$106 |

| | | |
|--|--------------------|--------------------|
| 2075 Dental Insurance W / H | \$0 | (\$49) |
| 2076 Savings W / H | | \$0 |
| 2078 Misc W / H | | \$0 |
| 2079 Other W / H | | \$0 |
| Total 2070 Payroll Clearing | \$0 | \$1,141 |
| 2090 Deferred Inflows | | \$36,749 |
| 2091 Computer Lease Liability | | \$0 |
| 2092 Current Portion of Lease Payable | | \$0 |
| 2093 Less Current Portion of Lease Payable | | \$0 |
| 2095 Subscriptions (Current) | | \$12,480 |
| Total 2000 Current Liabilities | \$1,157,946 | \$50,247 |
| Total Other Current Liabilities | \$1,157,946 | \$50,247 |
| Total Current Liabilities | \$1,164,392 | \$52,803 |
| Long-Term Liabilities | | |
| 2500 Long Term Liabilities | | |
| 2520 Subscription (Long-Term) | | \$40,518 |
| Total 2500 Long Term Liabilities | \$0 | \$40,518 |
| Total Long-Term Liabilities | \$0 | \$40,518 |
| Total Liabilities | \$1,164,392 | \$93,321 |
| Equity | | |
| 3000 Restricted SB 40 Tax Fund Balances | | |
| 3001 Operational | \$0 | |
| 3005 Operational Reserves | \$575,483 | |
| 3010 Transportation | \$0 | |
| 3015 New Programs | \$0 | |
| 3025 Housing | \$0 | |
| 3030 Special Needs | \$0 | |
| 3035 Childrens Programs | \$0 | |
| 3040 Sheltered Workshop | \$0 | |
| 3045 Traditional Medicaid Match | \$0 | |
| 3050 Partnership for Hope Match | \$0 | |
| 3055 Building/Remodeling/Expansion | \$33,531 | |
| 3065 Legal | \$0 | |
| 3070 TCM | \$0 | |
| 3075 Community Resource | \$0 | |
| 3080 Office Machines & Equipment | \$79,152 | |
| Total 3000 Restricted SB 40 Tax Fund Balances | \$688,166 | \$0 |
| 3500 Restricted Services Fund Balances | | |
| 3501 Operational | | \$163,731 |
| 3505 Operational Reserves | | \$0 |
| 3510 Transportation | | \$0 |
| 3515 New Programs | | \$0 |
| 3530 Special Needs | | \$0 |
| 3550 Partnership for Hope Match | | \$0 |
| 3555 Building/Remodeling/Expansion | | \$0 |
| 3560 Sponsorships | | \$0 |
| 3565 Legal | | \$0 |
| 3575 Community Resources | | \$0 |
| 3599 Other | | \$1,356,787 |
| Total 3500 Restricted Services Fund Balances | \$0 | \$1,520,518 |
| 3900 Unrestricted Fund Balances | \$0 | \$45,071 |
| 3950 Prior Period Adjustment | \$0 | \$0 |
| 3999 Clearing Account | \$102,784 | \$87,216 |
| Net Income | \$885,682 | (\$13,429) |
| Total Equity | \$1,676,632 | \$1,639,376 |
| TOTAL LIABILITIES AND EQUITY | \$2,841,024 | \$1,732,697 |

Statement of Cash Flows: March 2026

| | SB 40 Tax | Services |
|--|--------------------|------------------|
| OPERATING ACTIVITIES | | |
| Net Income | (\$47,579) | \$20,574 |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | | |
| 1210 Services:Medicaid Services | | \$16,079 |
| 1215 Services:Non-Medicaid Services | | \$0 |
| 1220 Services:Ancillary Services | | \$0 |
| 1225 Services:TCM Support | | \$0 |
| 1455 Prepaid Expenses:Prepaid-Insurance | | \$3,401 |
| 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 | | \$2,193 |
| 1545 Fixed Assets:Accumulated Depreciation - Equipment | | \$827 |
| 1601 Right of Use Subscription:Information Technology (I.T.) | | \$1,087 |
| 1900 Accounts Payable | (\$8,102) | (\$3,083) |
| 2007 Current Liabilities:Non-Medicaid Payable | \$0 | |
| 2008 Current Liabilities:Ancillary Services Payable | \$0 | |
| 2009 Current Liabilities:TCM Support | \$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 | | \$0 |
| 2071 Current Liabilities:Payroll Clearing:Pre-tax W / H | | (\$81) |
| 2072 Current Liabilities:Payroll Clearing:Post-tax W / H | | (\$28) |
| 2073 Current Liabilities:Payroll Clearing:Vision Insurance W / H | | \$6 |
| 2075 Current Liabilities:Payroll Clearing:Dental Insurance W / H | | (\$40) |
| Total Adjustments to reconcile Net Income to Net Cash provided by operations: | (\$8,102) | \$22,348 |
| Net cash provided by operating activities | (\$55,681) | \$42,922 |
| INVESTING ACTIVITIES | | |
| 1540 Fixed Assets:Equipment | \$9,165 | (\$9,165) |
| Net cash provided by investing activities | \$9,165 | (\$9,165) |
| FINANCING ACTIVITIES | | |
| 3005 Restricted SB 40 Tax Fund Balances:Operational Reserves | \$116 | |
| 3080 Restricted SB 40 Tax Fund Balances:Office Machines & Equipment | (\$10,948) | |
| 3501 Restricted Services Fund Balances:Operational | | (\$18,190) |
| 3599 Restricted Services Fund Balances:Other | | \$4,158 |
| 3999 Clearing Account | (\$116) | \$5,007 |
| Net cash provided by financing activities | (\$10,948) | (\$9,025) |
| Net cash increase for period | (\$57,464) | \$24,732 |
| Cash at beginning of period | \$1,668,572 | \$122,777 |
| Cash at end of period | \$1,611,108 | \$147,509 |

Statement of Cash Flows: January to March 2026

| | SB 40 Tax | Services |
|--|--------------------|-------------------|
| OPERATING ACTIVITIES | | |
| Net Income | \$885,682 | (\$13,429) |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | | |
| 1210 Services:Medicaid Services | | (\$13,703) |
| 1215 Services:Non-Medicaid Services | | \$0 |
| 1220 Services:Ancillary Services | | (\$377) |
| 1225 Services:TCM Support | | (\$9,517) |
| 1455 Prepaid Expenses:Prepaid-Insurance | | \$9,843 |
| 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 | | \$6,580 |
| 1545 Fixed Assets:Accumulated Depreciation - Equipment | | \$2,174 |
| 1601 Right of Use Subscription:Information Technology (I.T.) | | \$3,261 |
| 1900 Accounts Payable | (\$1,198) | (\$16,264) |
| 2007 Current Liabilities:Non-Medicaid Payable | \$0 | |
| 2008 Current Liabilities:Ancillary Services Payable | \$377 | |
| 2009 Current Liabilities:TCM Support | \$9,517 | |
| 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 | | \$0 |
| 2071 Current Liabilities:Payroll Clearing:Pre-tax W / H | | \$157 |
| 2072 Current Liabilities:Payroll Clearing:Post-tax W / H | | \$128 |
| 2073 Current Liabilities:Payroll Clearing:Vision Insurance W / H | | \$32 |
| 2075 Current Liabilities:Payroll Clearing:Dental Insurance W / H | | (\$331) |
| Total Adjustments to reconcile Net Income to Net Cash provided by operations: | \$8,696 | (\$12,056) |
| Net cash provided by operating activities | \$894,378 | (\$25,485) |
| INVESTING ACTIVITIES | | |
| 1540 Fixed Assets:Equipment | \$0 | (\$9,165) |
| Net cash provided by investing activities | \$0 | (\$9,165) |
| FINANCING ACTIVITIES | | |
| 3005 Restricted SB 40 Tax Fund Balances:Operational Reserves | \$375,483 | |
| 3055 Restricted SB 40 Tax Fund Balances:Building/Remodeling/Expansion | \$0 | |
| 3070 Restricted SB 40 Tax Fund Balances:TCM | (\$348,975) | |
| 3080 Restricted SB 40 Tax Fund Balances:Office Machines & Equipment | \$79,152 | |
| 3501 Restricted Services Fund Balances:Operational | | \$146,458 |
| 3599 Restricted Services Fund Balances:Other | | (\$5,551) |
| 3900 Unrestricted Fund Balances | (\$136,007) | \$52,926 |
| 3999 Clearing Account | \$18,499 | (\$239,239) |
| Net cash provided by financing activities | (\$11,848) | (\$45,405) |
| Net cash increase for period | \$882,530 | (\$80,055) |
| Cash at beginning of period | \$728,578 | \$227,563 |
| Cash at end of period | \$1,611,108 | \$147,509 |

Check Detail SB 40 Tax Account: March 2026

| Date | Transaction Type | Num | Name | Amount |
|------------|----------------------|-----------------|--|-------------|
| 03/06/2026 | Bill Payment (Check) | 1407 | DMH Local Tax Matching Fund | (2,555.15) |
| 03/06/2026 | Bill Payment (Check) | 1408 | Our Saviors Lighthouse Child & Family Development Center | (1,778.10) |
| 03/06/2026 | Bill Payment (Check) | 1409 | Lake Area Industries | (16,672.43) |
| 03/06/2026 | Bill Payment (Check) | 1410 | I Wonder Y Preschool | (3,000.85) |
| 03/06/2026 | Bill Payment (Check) | 1411 | HP INC | (2,750.00) |
| 03/13/2026 | Bill Payment (Check) | 1412 | Camden County Senate Bill 40 Board | (29,930.00) |
| 03/13/2026 | Bill Payment (Check) | 1413 | OATS, Inc. | (4,982.70) |
| 03/13/2026 | Bill Payment (Check) | 1414 | HP INC | (6,815.00) |
| 03/20/2026 | Bill Payment (Check) | 1415 | Childrens Learning Center | (28,737.50) |
| 03/31/2026 | Expense | 03/31/2026-SB40 | Bankcard Center | (1,383.31) |

Check Detail Services Account: March 2026

| Date | Transaction Type | Num | Name | Amount |
|------------|----------------------|--------------|-----------------------------------|------------|
| 03/04/2026 | Expense | 3022026 | AT&T | (612.34) |
| 03/04/2026 | Expense | 3022026 | AT&T | (118.25) |
| 03/05/2026 | Expense | IN7105222410 | GoTo Communications, Inc. | (650.59) |
| 03/06/2026 | Bill Payment (Check) | 3226 | SUMNERONE | (1,383.10) |
| 03/06/2026 | Bill Payment (Check) | 3227 | Direct Service Works | (1,195.00) |
| 03/06/2026 | Bill Payment (Check) | 3228 | Jennifer Lyon | (50.00) |
| 03/06/2026 | Bill Payment (Check) | 3229 | CDW Government | (3,026.20) |
| 03/06/2026 | Bill Payment (Check) | 3230 | Ryan Johnson | (278.74) |
| 03/06/2026 | Bill Payment (Check) | 3231 | Angela D Graves | (288.58) |
| 03/06/2026 | Bill Payment (Check) | 3234 | Office Business Equipment | (332.34) |
| 03/06/2026 | Bill Payment (Check) | 3235 | Daniel Burrows | (265.69) |
| 03/06/2026 | Bill Payment (Check) | 3236 | Happy Maids Cleaning Services LLC | (120.00) |
| 03/06/2026 | Bill Payment (Check) | 3237 | Jamie Merryman | (175.96) |
| 03/06/2026 | Bill Payment (Check) | 3238 | Patricia L. Strouse | (181.99) |
| 03/06/2026 | Bill Payment (Check) | 3239 | Lori Cornwell | (50.00) |
| 03/06/2026 | Bill Payment (Check) | 3240 | Elizabeth L Chambers | (200.62) |
| 03/06/2026 | Bill Payment (Check) | 3241 | Camden County Fire & Safety | (40.00) |
| 03/13/2026 | Expense | 3/13/26 | Connie L Baker | (1,827.40) |
| 03/13/2026 | Expense | 3/13/26 | Myrna Blaine | (1,603.04) |
| 03/13/2026 | Expense | 3/13/26 | Jeanna K Booth | (2,088.53) |
| 03/13/2026 | Expense | 3/13/26 | Daniel Burrows | (1,698.99) |
| 03/13/2026 | Expense | 3/13/26 | Elizabeth L Chambers | (1,346.89) |
| 03/13/2026 | Expense | 3/13/26 | Lori Cornwell | (2,125.01) |
| 03/13/2026 | Expense | 3/13/26 | Angela Fairchild | (1,404.89) |
| 03/13/2026 | Expense | 3/13/26 | Angela D Graves | (1,420.76) |
| 03/13/2026 | Expense | 3/13/26 | Paige Jackson | (1,416.50) |
| 03/13/2026 | Expense | 3/13/26 | Ryan Johnson | (2,027.04) |
| 03/13/2026 | Expense | 3/13/26 | Jennifer Lyon | (2,106.60) |
| 03/13/2026 | Expense | 3/13/26 | Jamie Merryman | (1,485.44) |
| 03/13/2026 | Expense | 3/13/26 | Christina R. Mitchell | (1,581.57) |
| 03/13/2026 | Expense | 3/13/26 | Patricia L. Strouse | (1,284.28) |
| 03/13/2026 | Expense | 3/13/26 | Eddie L Thomas | (3,152.30) |
| 03/13/2026 | Expense | 3/13/26 | Nicole M Whittle | (2,167.52) |
| 03/13/2026 | Expense | 03/13/2026 | ADP TAX | (9,107.12) |

| | | | | |
|------------|----------------------|-----------------|--------------------------------------|-------------|
| 03/13/2026 | Bill Payment (Check) | 3242 | SUMNERONE | (3,000.00) |
| 03/13/2026 | Bill Payment (Check) | 3243 | Lebanon Phone Center & Alarm Inc | (240.00) |
| 03/13/2026 | Bill Payment (Check) | 3244 | Christina R. Mitchell | (175.96) |
| 03/13/2026 | Bill Payment (Check) | 3245 | Angela Fairchild | (268.17) |
| 03/13/2026 | Bill Payment (Check) | 3246 | Nicole M Whittle | (50.00) |
| 03/13/2026 | Bill Payment (Check) | 3247 | Happy Maids Cleaning Services LLC | (240.00) |
| 03/13/2026 | Bill Payment (Check) | 3248 | Lake Area Industries | (50.00) |
| 03/20/2026 | Expense | 4/1/26 | Principal Life Insurance Company | (235.46) |
| 03/20/2026 | Expense | 3/29/26 | AT&T | (192.60) |
| 03/20/2026 | Bill Payment (Check) | 3249 | Bryan Cave Leighton Paisner LLP | (3,717.50) |
| 03/20/2026 | Bill Payment (Check) | 3250 | MO Consolidated Health Care | (18,719.64) |
| 03/20/2026 | Bill Payment (Check) | 3251 | City Of Camdenton | (87.34) |
| 03/20/2026 | Bill Payment (Check) | 3252 | Office Business Equipment | (119.72) |
| 03/20/2026 | Bill Payment (Check) | 3253 | Delta Dental of Missouri | (471.93) |
| 03/20/2026 | Bill Payment (Check) | 3254 | Happy Maids Cleaning Services LLC | (180.00) |
| 03/20/2026 | Expense | 1012142 | Republic Services #435 | (137.46) |
| 03/20/2026 | Expense | 03/20/2026 | Summit Natural Gas of Missouri, Inc. | (345.20) |
| 03/25/2026 | Expense | 6136980123 | VERIZON | (234.70) |
| 03/26/2026 | Expense | 391010 | Aflac | (991.64) |
| 03/27/2026 | Expense | 03/27/2026 | Connie L Baker | (1,664.49) |
| 03/27/2026 | Expense | 03/27/2026 | Myrna Blaine | (1,610.23) |
| 03/27/2026 | Expense | 03/27/2026 | Jeanna K Booth | (2,088.54) |
| 03/27/2026 | Expense | 03/27/2026 | Daniel Burrows | (1,515.58) |
| 03/27/2026 | Expense | 03/27/2026 | Elizabeth L Chambers | (1,346.90) |
| 03/27/2026 | Expense | 03/27/2026 | Lori Cornwell | (2,125.00) |
| 03/27/2026 | Expense | 03/27/2026 | Angela Fairchild | (1,404.89) |
| 03/27/2026 | Expense | 03/27/2026 | Angela D Graves | (1,420.75) |
| 03/27/2026 | Expense | 03/27/2026 | Paige Jackson | (1,416.51) |
| 03/27/2026 | Expense | 03/27/2026 | Ryan Johnson | (2,027.05) |
| 03/27/2026 | Expense | 03/27/2026 | Jennifer Lyon | (2,106.61) |
| 03/27/2026 | Expense | 03/27/2026 | Jamie Merryman | (1,485.44) |
| 03/27/2026 | Expense | 03/27/2026 | Christina R. Mitchell | (1,579.09) |
| 03/27/2026 | Expense | 03/27/2026 | Patricia L. Strouse | (1,284.28) |
| 03/27/2026 | Expense | 03/27/2026 | Eddie L Thomas | (3,152.30) |
| 03/27/2026 | Expense | 03/27/2026 | Nicole M Whittle | (2,167.52) |
| 03/27/2026 | Expense | 03/27/2026 | ADP TAX | (8,943.12) |
| 03/27/2026 | Bill Payment (Check) | 3255 | MSW Interactive Designs LLC | (49.00) |
| 03/27/2026 | Bill Payment (Check) | 3256 | All American Termite & Pest Control | (179.00) |
| 03/27/2026 | Bill Payment (Check) | 3258 | Jacks Lock and Key | (205.00) |
| 03/27/2026 | Bill Payment (Check) | 3260 | Lake Media | (57.20) |
| 03/27/2026 | Bill Payment (Check) | 3261 | MO HealthNet | (86.40) |
| 03/27/2026 | Bill Payment (Check) | 3262 | Happy Maids Cleaning Services LLC | (120.00) |
| 03/31/2026 | Expense | March 2026 | Globe Life Liberty National Division | (248.48) |
| 03/31/2026 | Expense | 03/31/2026-253 | LaClede Electric Cooperative | (190.12) |
| 03/31/2026 | Expense | 03/31/2026-255 | LaClede Electric Cooperative | (198.54) |
| 03/31/2026 | Expense | 03/31/2026-100 | LaClede Electric Cooperative | (354.82) |
| 03/31/2026 | Expense | March 2026 | Lagers | (5,417.79) |
| 03/31/2026 | Expense | 2/23-3/23/2026 | Camden County PWSD #2 | (18.33) |
| 03/31/2026 | Expense | 03/31/2026-SVCS | Bankcard Center | (1,785.45) |
| 03/31/2026 | Check | SVCCHRG | | (3.10) |

March 2026
Credit Card Statement

Central Bank | Commercial Payments

BankCard Services

P.O. Box 779

Jefferson City, MO 65102-9982

\$1,383.31

03/31/2026 - SB 4D Tax Ref

*****9588
\$1,185.45

03/31/2026 - SVCS Ref

CAMDEN CO DD RES

CAMDEN CO DD RES

PO BOX 722

CAMDENTON, MO 65020 0722

Statement Summary

| | | | |
|-----------------------------|---------|----------------------|-------------|
| Total Amount Due | \$95.06 | Due Date: | 04/27/2026 |
| Current Payment Due: | \$95.06 | Billing Date: | 03/31/2026 |
| Past Due Amount: | \$0.00 | Credit Limit: | \$10,000.00 |
| Minimum Amount Due: | \$95.06 | | |

Account Summary

| | | | |
|--------------------------|-------------------|--|----------|
| Previous Balance: | \$1,513.05 | Annual Percentage Rate: | 0.00 % |
| Purchases: | \$3,204.70 | Days In This Billing Cycle: | 32 |
| Cash Advances: | \$0.00 | New Cash Advances: | \$0.00 |
| Credits: | (\$35.94) | Cash Advance Fee: | \$0.00 |
| Payments: | (\$1,513.05) | | |
| Other Charges: | \$0.00 | | |
| Finance Charges: | \$0.00 | Average Daily Balance: | \$0.00 |
| New Balance: | <u>\$3,168.76</u> | Monthly Periodic Rate: | 1.3042 % |
| | | Nominal Annual Percentage Rate: | 15.65 % |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|------------|------------|-------------------------|---|------------------------|
| | | | PURCHASES | \$3,204.70 |
| | | | MISCELLANEOUS CREDITS | (\$35.94) |
| | | | PAYMENTS | (\$1,513.05) |
| 03/16/2026 | 03/16/2026 | 7539735607502222222222 | AUTOMATIC PAYMENT | (\$1,376.85) |
| 03/18/2026 | 03/18/2026 | 7539735607702222222222 | AUTOMATIC PAYMENT | (\$136.20) |
| | | * * * * * | | |
| | | | FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959. | |
| | | | CONNIE BAKER - *3515 | \$821.17 |
| | | | PURCHASES | \$857.11 |
| 03/04/2026 | 03/03/2026 | 55432866062200207575728 | AMAZON MKTPL*B90238920 SEATTLE WA | 5840 - 5705 \$588.43 ✓ |
| 03/06/2026 | 03/05/2026 | 02305376065000567025097 | USPS PO 2812420020 CAMDENTON MO | 5725 \$10.48 ✓ ✓ |
| 03/11/2026 | 03/10/2026 | 05436846070400049913664 | WM SUPERCENTER #89 CAMDENTON MO | 5610 \$30.11 ✓ ✓ |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|------------------------------|------------|-------------------------|-----------------------------------|-----------------------|
| 03/13/2026 | 03/12/2026 | 02305376072000601036945 | USPS PO 2812420020 CAMDENTON MO | 5725 \$31.44 ✓ |
| 03/19/2026 | 03/19/2026 | 55432866078205656227202 | AMAZON MKTPL*B59MT4DA2 SEATTLE WA | 5720/5725 \$35.94 ✓ |
| 03/25/2026 | 03/24/2026 | 55432866083207521755691 | AMAZON MKTPL*BD1762WZ0 SEATTLE WA | 5720/5725 \$33.27 ✓ |
| 03/27/2026 | 03/26/2026 | 05436846086400050657723 | WM SUPERCENTER #89 CAMDENTON MO | 5720 \$127.44 ✓ |
| MISCELLANEOUS CREDITS | | | | (\$35.94) |
| 03/30/2026 | 03/29/2026 | 55432866088209312726829 | AMAZON MKTPLACE PMTS SEATTLE WA | 5720/5725 (\$35.94) ✓ |
| JEANNA BOOTH - *1306 | | | | \$869.71 |
| PURCHASES | | | | \$869.71 |
| 03/09/2026 | 03/06/2026 | 02305376066000606092784 | USPS PO 2812420020 CAMDENTON MO | 5725 \$11.95 ✓ |
| 03/16/2026 | 03/13/2026 | 02305376073000649467267 | USPS PO 2860360829 OSAGE BEACH MO | 5725 \$11.95 ✓ |
| 03/25/2026 | 03/25/2026 | 55432866084207723331498 | AMAZON MKTPL*B59JA9GG1 SEATTLE WA | 5715 \$719.92 ✓ |
| 03/30/2026 | 03/27/2026 | 82305096086500054008531 | AMAZON RETA* B53RR1XB0 SEATTLE WA | 5615 \$113.94 ✓ |
| 03/31/2026 | 03/30/2026 | 02305376090000644379086 | USPS PO 2812420020 CAMDENTON MO | 5725 \$11.95 ✓ |
| EDDIE THOMAS - *9314 | | | | \$1,477.88 |
| PURCHASES | | | | \$1,477.88 |
| 03/04/2026 | 03/03/2026 | 05436846063400048029362 | WM SUPERCENTER #89 CAMDENTON MO | 5725 \$787.00 ✓ |
| 03/09/2026 | 03/06/2026 | 05436846066400051884759 | WM SUPERCENTER #89 CAMDENTON MO | 5725 \$7.88 ✓ |
| 03/23/2026 | 03/20/2026 | 55547426080687610598797 | CARF INTERNATIONAL TUSCON AZ | 2 5860 \$683.00 ✓ |

Connie's Card

Order Summary

Order placed March 2, 2026 Order # 113-4167272-8050666

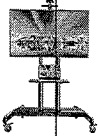
| | | |
|--|---|--|
| Ship to Connie Baker 255 KEYSTONE INDUSTRIAL PARK DR CAMDENTON, MO 65020-6404 United States | Payment method Mastercard ending in 3515 View related transactions | Order Summary Item(s) Subtotal: \$588.43 Shipping & Handling: \$0.00 Total before tax: \$588.43 Estimated tax to be collected: \$0.00 Grand Total: \$588.43 |
| Placed by Connie Baker | | #5765 SB40 |

Arriving Wednesday



Innex C831 180° Panoramic 4K Wide Angle Webcam with Microphone, AI Facial Tracking for Windows, Mac, Easy Setup Conference Room Camera with Flexible View Angle for Meeting Room, Huddle Space
 Sold by: FunTech Innovation
 Supplied by: Other
 \$288.44

Arriving Friday



PERLESMITH Mobile TV Stand for 55-90 Inch Flat/Curved Screen TV Max VESA 800x500mm Outdoor TV Cart with Height Adjustable AV Shelf- UL Certificated Rolling Floor TV Stand Holds up to 200Lbs (PSTVMC07)
 Sold by: Bestergo Direct
 Supplied by: Other
 \$299.99

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United States

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Thank you! ID #:7WR695257N

Walmart *

WM Supercenter
573-346-3588 Mgr: PAUL
94 CECIL ST

CAMDENTON MD 65020
ST# 00089 OP# 000215 TE# 67 TR# 08772
ITEMS SOLD 2
TC# 8113 6187 8267 4726 2828 2



| | |
|----------------------------------|----------|
| PRODUCT SERIAL # LBS1U3LB3602325 | |
| 86 4K VIZIO 084522602292 | 698.00 0 |
| 4YR SVC PLAN 084375518077 | 89.00 0 |
| SUBTOTAL | 787.00 |
| TOTAL | 787.00 |
| MCARD TEND | 787.00 |

Mastercard
APPROVAL # 03696C
REF # U22709301199
AID A0000000041010
AAC CC4FD554BCF7C14E
TERMINAL # 28049199
*NO SIGNATURE REQUIRED

03/03/26 12:15:23
CHANGE DUE 0.00

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Protection Plan by Allstate. Receipt
is required to file claim. Register
plan by texting an image of receipt to
202202. You can also register or make
a claim at walmart.com/protection or
call 1-877-538-4389. Plan term and
coverage is listed in detail above.
Plans start date of purchase and
extend beyond manufacturers
warranty.
-If receipt shows ADH PLAN, the plan
covers accidental damage.
-If receipt shows SVC PLAN, accidental
damage is not covered.
-Terms and Conditions available
at register or customer service.
*Standard messaging & data rates apply



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from this store
with Walmart+

Scan for 30-day free trial.

03/03/26 12:15:32

5705
SB-40

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Ed's
card

USB cable
Acc# 15705
SB 40 Tax

Give us feedback @ survey.walmart.com
Thank you! ID #: 7WR6LWZONP

Walmart *

WM Supercenter
573-346-3588 Mgr: PAUL
94 CECIL ST

CAMDENTON MO 65020

ST# 00089 OP# 008543 TE# 68 TR# 04371

ITEMS SOLD 1

TC# 6180 4532 8037 3999 9858



10FT A TO C 068113136016 7.88 0

SUBTOTAL 7.88

TOTAL 7.88

MCARD TEND 7.88

Mastercard **** * 9314 1-1

APPROVAL # 04370C

REF # UCSTDX759672

AID A0000000041010

AAC COA4041CFEE92F78

TERMINAL # 28038599

*NO SIGNATURE REQUIRED

03/06/26 15:08:17

CHANGE DUE 0.00

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03/06/26 15:08:27

15705

Central Bank | Commercial Payments

BankCard Services
 P.O. Box 779
 Jefferson City, MO 65102-9982

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

*****3515

| Statement Summary | | | |
|----------------------|--------|---------------|------------|
| Total Amount Due | \$0.00 | Due Date: | 04/27/2026 |
| Current Payment Due: | \$0.00 | Billing Date: | 03/31/2026 |
| Past Due Amount: | \$0.00 | Credit Limit: | \$2,000.00 |
| Minimum Amount Due: | \$0.00 | | |

| Account Summary | | | |
|-------------------|--------|---------------------------------|----------|
| Previous Balance: | \$0.00 | Annual Percentage Rate: | 0.00 % |
| Purchases: | \$0.00 | Days In This Billing Cycle: | 32 |
| Cash Advances: | \$0.00 | New Cash Advances: | \$0.00 |
| Credits: | \$0.00 | Cash Advance Fee: | \$0.00 |
| Payments: | \$0.00 | | |
| Other Charges: | \$0.00 | | |
| Finance Charges: | \$0.00 | Average Daily Balance: | \$0.00 |
| New Balance: | \$0.00 | Monthly Periodic Rate: | 1.3042 % |
| | | Nominal Annual Percentage Rate: | 15.65 % |
| | | | 20.65 % |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|--|------------|-------------------------|-----------------------------------|-------------------------|
| 03/04/2026 | 03/03/2026 | 55432866062200207575728 | AMAZON MKTPL*B90238920 SEATTLE WA | 58 - 40 5705 \$588.43 ✓ |
| 03/06/2026 | 03/05/2026 | 02305376065000567025097 | USPS PO 2812420020 CAMDENTON MO | 5725 \$10.48 ✓ |
| 03/11/2026 | 03/10/2026 | 05436846070400049913664 | WM SUPERCENTER #89 CAMDENTON MO | 5610 \$30.11 ✓ |
| 03/13/2026 | 03/12/2026 | 02305376072000601036945 | USPS PO 2812420020 CAMDENTON MO | 5725 \$31.44 ✓ |
| 03/19/2026 | 03/19/2026 | 55432866078205656227202 | AMAZON MKTPL*B59MT4DA2 SEATTLE WA | 5720/5705 \$35.94 ✓ |
| 03/25/2026 | 03/24/2026 | 55432866083207521755691 | AMAZON MKTPL*BD1762WZ0 SEATTLE WA | 5720/5705 \$33.27 ✓ |
| 03/27/2026 | 03/26/2026 | 05436846086400050657723 | WM SUPERCENTER #89 CAMDENTON MO | 5720 \$127.44 ✓ |
| 03/30/2026 | 03/29/2026 | 55432866088209312726829 | AMAZON MKTPLACE PMTS SEATTLE WA | 5720/5705 (\$35.94) ✓ |
| | | * * * * * | | |
| THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS | | | | 821.17 |
| | | * * * * * | | |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|---|-----------|------------------|----------------------|--------|
| FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959. | | | | |

Connie's Card

#5725



CAMDENTON
625 W US HIGHWAY 54
CAMDENTON, MO 65020-9998
www.usps.com

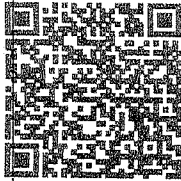
03/05/2026

10:49 AM

TRACKING NUMBERS

9589 0710 5270 2021 6459 46

TRACK STATUS OF ITEMS WITH THIS CODE
(UP TO 25 ITEMS)



TRACK STATUS BY TEXT MESSAGE
Send tracking number to 28777 (2USPS)
Standard message and data rates may apply

TRACK STATUS ONLINE
Visit <https://www.usps.com/tracking>
Text and e-mail alerts available

PURCHASE DETAILS

| Product | Qty | Unit Price | Price |
|-----------------------------|-----|------------|----------------|
| First-Class Mail® Letter | 1 | | \$0.78 |
| Stoutland, MO 65567 | | | |
| Weight: 0 lb 0.60 oz | | | |
| Estimated Delivery Date | | | |
| Mon 03/09/2026 | | | |
| Certified Mail® Tracking #: | | | \$5.30 |
| 9589 0710 5270 2021 6459 46 | | | |
| Return Receipt Tracking #: | | | \$4.40 |
| 9590 9402 8896 4064 4331 59 | | | |
| Total | | | \$10.48 |

Grand Total: \$10.48

Credit Card Remit \$10.48

Card Name: MasterCard
Account #: XXXXXXXXXXXX3515
Approval #: 02059C
Transaction #: 868
AID: A0000000041010 Chip
AL: Mastercard
PIN: Not Required

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

Stoutland, MO 65567

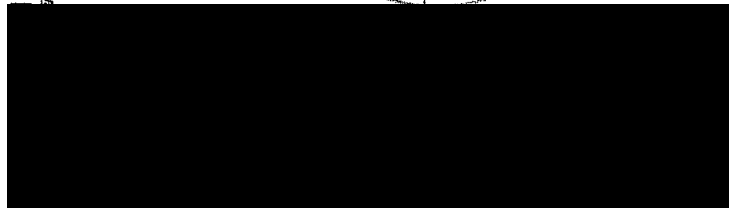
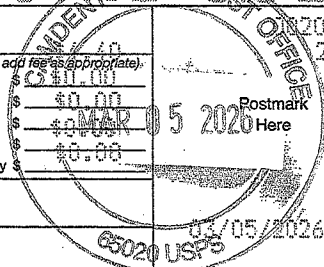
Certified Mail Fee \$5.30

Extra Services & Fees (check box, add fees as appropriate)

- Return Receipt (hardcopy) \$2.00
- Return Receipt (electronic) \$0.00
- Certified Mail Restricted Delivery \$0.00
- Adult Signature Required \$0.00
- Adult Signature Restricted Delivery \$0.00

Postage \$0.78

Total Postage and Fees \$10.48



Connie's Card

Give us feedback @ survey.walmart.com
Thank you! ID #:7WR6ZLYWM6



WM Supercenter
573-346-3588 Mgr. PAUL
94 CECIL ST
CAMDENTON MO 65020

ST# 00089 OP# 009031 TE# 31 TR# 00001

ITEMS SOLD 5
TC# 4801 2751 6608 5474 4666



Board Food
5610

| | | |
|-----------------|----------------|---------|
| HC SLIDERS | 194346198230 F | 12.94 N |
| SITE MERCH | 194346570710 F | |
| 1.000 oz @ 1 oz | /4.84 | 4.84 N |
| EVRYTHNG HMS | 681131395430 F | 2.72 N |
| MKS COOKIE | 681131411710 F | 5.87 N |
| 8.1Z RITZ C | 044000051040 F | 3.74 N |

| | |
|------------|-------|
| SUBTOTAL | 30.11 |
| TOTAL | 30.11 |
| MCARD TEND | 30.11 |
| CHANGE DUE | 0.00 |

MASTERCARD- 3515 I 1 APP#08995C
30.11 TOTAL PURCHASE
REF # U315Xa645293
AID A0000000041010
TERMINAL # 55490628
*No Signature Required
03/10/26 15:29:00

89

CAMDENTON MO 65020-7057

1548510
CAMDEN COUNTY SENATE BILL 40 BOARD
PO BOX 722

CAMDENTON MO 65020
Tax ID: 19364199
Members Cig. ID:
GOVERNMENT
GOVERNMENT, LOCAL

Single Purchase Exemption

Multi Jurisdictional
Uniform Sales & Use Tax Certificate

I certify that
CAMDEN COUNTY SENATE BILL 40 BOARD
PO BOX 722
CAMDENTON MO 65020
is engaged as a registered
GOVERNMENT
and is registered with the below
listed states and cities within which
your firm would deliver purchases to
us and that any such purchases are for
wholesale, resale, ingredients or
components of a new product or service
to be resold, leased, or rented in a
normal course of business.

03/10/26 15:29:00



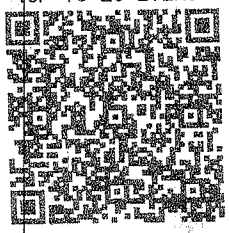
CAMDENTON
625 W US HIGHWAY 54
CAMDENTON, MO 65020-9998
www.usps.com

03/12/2026 11:52 AM

TRACKING NUMBERS
9589 0710 5270 2021 6459 53
9589 0710 5270 0009 5678 39
9589 0710 5270 0009 5678 46

5725

TRACK STATUS OF ITEMS WITH THIS CODE
(UP TO 25 ITEMS)



45-Day
Monitoring

TRACK STATUS BY TEXT MESSAGE
Send tracking number to 28777 (2USPS)
Standard message and data rates may apply

TRACK STATUS ONLINE
Visit <https://www.usps.com/tracking>
Text and e-mail alerts available

PURCHASE DETAILS

| Product | Qty | Unit Price | Price |
|---|-----|------------|----------------|
| First-Class Mail® Letter | 1 | | \$0.78 |
| Camdenton, MO 65020 Weight: 0 lb 0.60 oz Estimated Delivery Date Mon 03/16/2026 | | | |
| Certified Mail® | | | \$5.30 |
| Tracking #: 9589 0710 5270 2021 6459 53 | | | |
| Return Receipt | | | \$4.40 |
| Tracking #: 9590 9402 8896 4064 4331 35 | | | |
| Total | | | \$10.48 |
| First-Class Mail® Letter | 1 | | \$0.78 |
| Camdenton, MO 65020 Weight: 0 lb 0.60 oz Estimated Delivery Date Mon 03/16/2026 | | | |
| Certified Mail® | | | \$5.30 |
| Tracking #: 9589 0710 5270 0009 5678 39 | | | |
| Return Receipt | | | \$4.40 |
| Tracking #: 9590 9402 8896 4064 4331 28 | | | |
| Total | | | \$10.48 |
| First-Class Mail® Letter | 1 | | \$0.78 |
| Climax Springs, MO 65324 Weight: 0 lb 0.60 oz Estimated Delivery Date Mon 03/16/2026 | | | |
| Certified Mail® | | | \$5.30 |
| Tracking #: 9589 0710 5270 0009 5678 46 | | | |
| Return Receipt | | | \$4.40 |
| Tracking #: 9590 9402 8896 4064 4331 42 | | | |
| Total | | | \$10.48 |
| Grand Total: | | | \$31.44 |

Connie's Card

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

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

OFFICIAL USE

Certified Mail Fee \$5.30

Extra Services & Fees (check box, add fee as appropriate)

Return Receipt (hardcopy) \$

Return Receipt (electronic) \$

Certified Mail Restricted Delivery \$

Adult Signature Required \$

Adult Signature Restricted Delivery \$

Postage \$0.78

Total Postage and Fees

Postmark Here

Camdenton MO 65020

03/12/2026

9589 0710 5270 2021 6459 53

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

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

OFFICIAL USE

Certified Mail Fee \$5.30

Extra Services & Fees (check box, add fee as appropriate)

Return Receipt (hardcopy) \$

Return Receipt (electronic) \$

Certified Mail Restricted Delivery \$

Adult Signature Required \$

Adult Signature Restricted Delivery \$

Postage \$0.78

Total Postage and Fees

Postmark Here

Camdenton MO 65020

03/12/2026

9589 0710 5270 0009 5678 46

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

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

OFFICIAL USE

Certified Mail Fee \$5.30

Extra Services & Fees (check box, add fee as appropriate)

Return Receipt (hardcopy) \$

Return Receipt (electronic) \$

Certified Mail Restricted Delivery \$

Adult Signature Required \$

Adult Signature Restricted Delivery \$

Postage \$0.78

Total Postage and Fees

Postmark Here

Camdenton MO 65020

03/12/2026

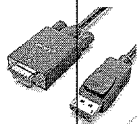
9589 0710 5270 0009 5678 39

Order Summary

Order placed March 18, 2026 Order # 113-5113826-7181006

| | | |
|--|---|---|
| Ship to Connie Baker 255 KEYSTONE INDUSTRIAL PARK DR CAMDENTON, MO 65020-6404 United States | Payment method Mastercard ending in 3515 View related transactions | Order Summary Item(s) Subtotal: \$35.94 Shipping & Handling: \$0.00 Total before tax: \$35.94 Estimated tax to be collected: \$0.00 Grand Total: \$35.94 |
| Placed by | Connie Baker | |

Arriving Friday



BENFEI DisplayPort to VGA Cable, 1.8M Display Port of Computer/Laptop to VGA of Monitor/Projector Gold-Plated Adapter (Not Bidirectional, Not Compatible with HDMI or USB)

Sold by: BenfeiDirect

2 Supplied by: Other

\$8.99

X2 = \$17.98

#5705

package sent back by post office. Amt credited back.

Arriving Friday



Bona Multi-Surface Floor Cleaner Refill - 128 fl oz - Unscented - Refill for Bona Spray Mops and Spray Bottles - Residue-Free Floor Cleaning Solution for Stone, Tile, Laminate, and Vinyl Floors

Sold by: Amazon

Supplied by: Other

\$17.96

#5720

[Back to top](#)

business prime

English

United States

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Deliver to Connie
Camdenton 65020

All ▾ Enter k

EN ▾

Hello, Connie
Account for Camden Count...

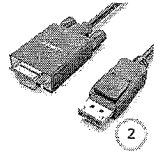
Returns & Orders 0

All Big Spring Sale Get the app ▾ Business Essentials Tax Supplies Buy Again

Shop early deals Lists ▾ Business Prime ▾

Your Account > Your Orders > Order Details > Track Package

Undeliverable



Unfortunately, a problem occurred with your shipment and we no longer expect it to be delivered. We're sorry for the inconvenience. If you have not received your refund within 5 days, please contact us.

Contact us

Shipped with USPS

Tracking ID:
9361289705062146561027

See all updates

Buy again

Address info

Connie Baker
255 KEYSTONE INDUSTRIAL PARK DR
CAMDENTON, MO 65020-6404

Order Info

View order details

AT&T Save over \$500 off your internet bill in the first year [Learn more](#)
Sponsored

Pick up where you left off [See more](#)

Your Account > Your Orders > Order De

Shipped with USPS

Tracking ID: 9361289705062146561027

You're seeing the same order status information that our Customer Service associates can access.

Friday, March 20

- 8:55 AM Package arrived at a carrier facility.
Camdenton, MO
- 8:50 AM Package is returning to seller.
Camdenton, MO
- 8:36 AM Package arrived at a carrier facility.
Camdenton, MO
- 8:27 AM Package transferred to another carrier for delivery.
Camdenton, MO US
- 7:21 AM Package arrived at a carrier facility.
Camdenton, MO
- 4:14 AM Package left an Amazon facility.
Hazelwood, MO US

Thursday, March 19

- 10:48 AM Package arrived at an Amazon facility.
Hazelwood, MO US
- Package left the shipper facility

Times are shown in the local timezone.

Undeliverable

Unfortunately, a problem occurred with your shipment and we no longer have it to be delivered. We're sorry for the inconvenience. If you have not received your refund within 5 days, please contact us.

Contact us

Shipped with USPS

Tracking ID:
9361289705062146561027

See all updates

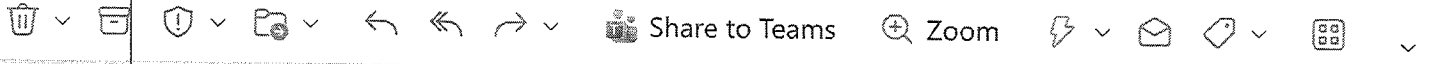
Buy again



Save on
internet

Sponsored

Pick up where you left off See more



Refund issued for Bona Multi-Surface Floor Cleaner... and 2 other items.

Hello Connie,

We've received the items below and have issued your refund. Thank you for sending the items back. Your return is now complete.

[View return & refund status](#)

Return summary

| | |
|------------------------|----------------|
| Refund subtotal | \$35.94 |
| Total refund | \$35.94 |

Refund will appear on your Master Card in 3-5 business days.

Item(s) in your return request

Bona Multi-Surface Floor Cleaner Refill...

Quantity: 1

Order # 113-5113826-7181006

BENFEI DisplayPort to VGA Cable, 1.8M...

Quantity: 2

Order # 113-5113826-7181006

[Learn more about refunds](#)

Products related to your return

Order Summary

Order placed March 23, 2026 Order # 113-9631028-7553017

Ship to

Connie Baker
100 3RD ST #
P O BOX 722
CAMDENTON, MO 65020-7336
United States

Payment method

Mastercard ending in 3515
[View related transactions](#)

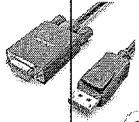
Order Summary

| | |
|--------------------------------|----------------|
| Item(s) Subtotal: | \$33.27 |
| Shipping & Handling: | \$0.00 |
| Total before tax: | \$33.27 |
| Estimated tax to be collected: | \$0.00 |
| Grand Total: | \$33.27 |

Placed by

Connie Baker

Arriving Wednesday



BENFEI DisplayPort to VGA Cable, 1.8M Display Port of Computer/Laptop to VGA of Monitor/Projector Gold-Plated Adapter (Not Bidirectional, Not Compatible with HDMI or USB)

Sold by: BenfeiDirect

2

Supplied by: Other

\$9.64 x 2 = \$19.28

5705

items reordered

Arriving Wednesday



Bona Multi-Surface Floor Cleaner Refill - 128 fl oz - Unscented - Refill for Bona Spray Mops and Spray Bottles - Residue-Free Floor Cleaning Solution for Stone, Tile, Laminate, and Vinyl Floors

Sold by: Amazon

Supplied by: Other

\$13.99

5720

[Back to top](#)



English

United States

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Connie's Card

#5720

Give us feedback @ survey.walmart.com
Thank you! ID #:7WR8NGYX11



WM Supercenter
573-346-3588 Mgr. PAUL
94 CECIL ST
CAMDENTON MO 65020
ST# 00089 OP# 009031 TE# 31 TR# 00879
ITEMS SOLD 16
TC# 9347 7701 1558 3261 6950 5



| | | |
|-------------|----------------|---------|
| GV 40PK | 078742279090 F | 5.47 N |
| GV 24PK DR | 078742114330 F | 3.68 N |
| GV PREM 30M | 194346053700 | 18.93 N |
| SPKL 6D PAS | 030400222530 | 7.92 N |
| GV 10 PLT | 078742349310 | 10.97 N |
| CLR CUTLERY | 078742036920 | 6.88 N |
| CLR CUTLERY | 078742004130 | 6.88 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| 3X3 NOTES | 076308926930 | 3.74 N |
| GV GLASS RF | 078742082360 | 4.47 N |
| GV COLB 100 | 194346203560 F | 33.22 N |
| GV FLAT 640 | 078742352770 | 6.58 N |

water
water 3rd st
TP
paper towels

3rd st

refill glass cleaner
coffee
paper plates

SUBTOTAL 127.44
TOTAL 127.44
MCARD TEND 127.44
CHANGE DUE 0.00

MASTERCARD- 3515 I 1 APPR#01901C
127.44 TOTAL PURCHASE
REF # UDTM4U705130
AID A0000000041010
TERMINAL # 55490628
*No Signature Required
03/26/26 13:02:46

89

CAMDENTON MO 65020-7057

1548510
CAMDEN COUNTY SENATE BILL 40 BOARD
PO BOX 722

CAMDENTON MO 65020
Tax ID: 19364199
Members Cig. ID:
GOVERNMENT
GOVERNMENT, LOCAL

Single Purchase Exemption

Multi Jurisdiction
Uniform Sales & Use Tax Certificate

I certify that
CAMDEN COUNTY SENATE BILL 40 BOARD
PO BOX 722
CAMDENTON MO 65020
is engaged as a registered
GOVERNMENT
and is r
listed s

Central Bank | Commercial Payments

BankCard Services
 P.O. Box 779
 Jefferson City, MO 65102-9982

JEANNA BOOTH
 CAMDEN CO DD RES
 PO BOX 722
 CAMDENTON, MO 65020 0000

*****1306

| Statement Summary | | | |
|-----------------------------|--------|----------------------|------------|
| Total Amount Due | \$0.00 | Due Date: | 04/27/2026 |
| Current Payment Due: | \$0.00 | Billing Date: | 03/31/2026 |
| Past Due Amount: | \$0.00 | Credit Limit: | \$2,000.00 |
| Minimum Amount Due: | \$0.00 | | |

| Account Summary | | | |
|--------------------------|--------|--|----------|
| Previous Balance: | \$0.00 | Annual Percentage Rate: | 0.00 % |
| Purchases: | \$0.00 | Days In This Billing Cycle: | 32 |
| Cash Advances: | \$0.00 | New Cash Advances: | \$0.00 |
| Credits: | \$0.00 | Cash Advance Fee: | \$0.00 |
| Payments: | \$0.00 | | |
| Other Charges: | \$0.00 | | |
| Finance Charges: | \$0.00 | Average Daily Balance: | \$0.00 |
| New Balance: | \$0.00 | Monthly Periodic Rate: | 1.3042 % |
| | | Nominal Annual Percentage Rate: | 15.65 % |
| | | | 1.7208 % |
| | | | 20.65 % |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|--|------------|-------------------------|-----------------------------------|-----------------|
| 03/09/2026 | 03/06/2026 | 02305376066000606092784 | USPS PO 2812420020 CAMDENTON MO | 5725 \$11.95 ✓ |
| 03/16/2026 | 03/13/2026 | 02305376073000649467267 | USPS PO 2860360829 OSAGE BEACH MO | 5725 \$11.95 ✓ |
| 03/25/2026 | 03/25/2026 | 55432866084207723331498 | AMAZON MKTPL*B59JA9GG1 SEATTLE WA | 5715 \$719.92 ✓ |
| 03/30/2026 | 03/27/2026 | 82305096086500054008531 | AMAZON RETA* B53RR1XB0 SEATTLE WA | 5615 \$113.94 ✓ |
| 03/31/2026 | 03/30/2026 | 02305376090000644379086 | USPS PO 2812420020 CAMDENTON MO | 5725 \$11.95 ✓ |
| | | * * * * * | | |
| THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS 869.71 | | | | |
| | | * * * * * | | |
| FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959. | | | | |

Jeanna's Card

MO Health Net Letter

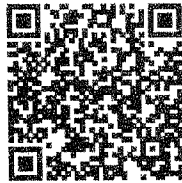


CAMDENTON
625 W US HIGHWAY 54
CAMDENTON, MO 65020-9998
www.usps.com

03/30/2026 03:38 PM

TRACKING NUMBERS
9505 5124 9718 6089 7348 07

TRACK STATUS OF ITEMS WITH THIS CODE
(UP TO 25 ITEMS)



Acct 5725
SVCS - TCM

TRACK STATUS BY TEXT MESSAGE
Send tracking number to 28777 (2USPS)
Standard message and data rates may apply

TRACK STATUS ONLINE
Visit <https://www.usps.com/tracking>
Text and e-mail alerts available

PURCHASE DETAILS

| Product | Qty | Unit Price | Price |
|--|-----|------------|----------------|
| Priority Mail® Window FR Env Jefferson City, MO 65102 Flat Rate Expected Delivery Date Thu 04/02/2026 Tracking #: 9505 5124 9718 6089 7348 07 | 1 | | \$11.95 |
| Insurance Up to \$100.00 included | | | \$0.00 |
| Total | | | \$11.95 |
| Mail Pickup Tracking #: 9589 0710 5270 0065 2194 06 | 1 | | \$0.00 |

Grand Total: \$11.95

Credit Card Re... .95
Card Name:
Account #:

Jeanna's Card

HAP pmt
Acct 5725
SVCS -TCM



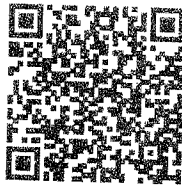
OSAGE BEACH
5545 OSAGE BEACH PKWY
OSAGE BEACH, MO 65065-9998
www.usps.com

03/13/2026

05:01 PM

TRACKING NUMBERS
9505 5127 6067 6072 0584 14

TRACK STATUS OF ITEMS WITH THIS CODE
(UP TO 25 ITEMS)



TRACK STATUS BY TEXT MESSAGE
Send tracking number to 28777 (2USPS)
Standard message and data rates may apply

TRACK STATUS ONLINE
Visit <https://www.usps.com/tracking>
Text and e-mail alerts available

PURCHASE DETAILS

| Product | Qty | Unit Price | Price |
|--|-----|------------|----------------|
| Priority Mail® Window FR Env Boston, MA 02241 Flat Rate Expected Delivery Date Wed 03/18/2026 Tracking #: 9505 5127 6067 6072 0584 14 | 1 | | \$11.95 |
| Insurance Up to \$100.00 included | | | \$0.00 |
| Total | | | \$11.95 |

Grand Total: \$11.95

Credit Card Remit \$11.95
Card Name: MasterCard
Account #: XXXXXXXXXXXX1306
Approval #: 07423C
Transaction #: 515
AID: A0000000041010 Chip
AL: Mastercard
PIN: Not Rec



Final Details for Order #113-5097275-3848227

5705

Order Placed: March 24, 2026
Amazon.com order number: 113-5097275-3848227
Order Total: \$719.92

| Shipped on March 24, 2026 | |
|--|--|
| Items Ordered | Price |
| 8 of: <i>Bezuny 78" H x 48" W x 18" D Garage Shelving Heavy Duty Metal Shelving 3000LBS Storage Shelves Adjustable Metal Shelves for Storage Industrial Garage Shelf for Warehouse Basement 5-Tier Black</i> | \$89.99 |
| Sold by: STEELFURNOFFICE-US (seller profile) | |
| Condition: New | |
| Shipping Address: Jeanna Booth 255 KEYSTONE INDUSTRIAL PARK DR CAMDENTON, MO 65020-6404 United States | Item(s) Subtotal: \$719.92 Shipping & Handling: \$0.00 ----- Total before tax: \$719.92 Sales Tax: \$0.00 ----- |
| Shipping Speed: Standard Shipping | Total for This Shipment: \$719.92 ----- |

| Payment information | |
|---|--|
| Payment Method: MasterCard Last digits: 1306 | Item(s) Subtotal: \$719.92 Shipping & Handling: \$0.00 ----- |
| Billing address Jeanna Booth PO BOX 722 CAMDENTON, MO 65020-0722 United States | Total before tax: \$719.92 Estimated Tax: \$0.00 ----- Grand Total: \$719.92 |
| Credit Card transactions | MasterCard ending in 1306: March 24, 2026: \$719.92 |

To view the status of your order, return to [Order Summary](#) .

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#5615

Final Details for Order #113-8738864-5912217

Order Placed: March 26, 2026
Amazon.com order number: 113-8738864-5912217
Order Total: \$113.94

| Shipped on March 27, 2026 | |
|--|--|
| Items Ordered | Price |
| 6 of: OSHA Notice Sign - No Guns Allowed Rigid Plastic Sign Protect Your Business, Construction Site, Warehouse & Shop Area Made in The USA Sold by and invoiced on behalf of: Amazon.com Condition: New | \$18.99 |
| Shipping Address: Jeanna Booth 100 3RD ST CAMDENTON, MO 65020-7336 United States | Item(s) Subtotal: \$113.94 Shipping & Handling: \$0.00 ----- Total before tax: \$113.94 Sales Tax: \$0.00 ----- |
| Shipping Speed: Standard Shipping | Total for This Shipment: \$113.94 ----- |

| Payment information | |
|---|--|
| Payment Method: MasterCard Last digits: 1306 | Item(s) Subtotal: \$113.94 Shipping & Handling: \$0.00 ----- |
| Billing address Jeanna Booth PO BOX 722 CAMDENTON, MO 65020-0722 United States | Total before tax: \$113.94 Estimated Tax: \$0.00 ----- Grand Total: \$113.94 |

To view the status of your order, return to [Order Summary](#) .

Jeanne's
Card

#5725

HP Pmt



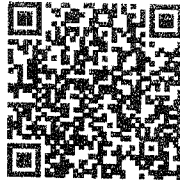
CAMDENTON
625 W US HIGHWAY 54
CAMDENTON, MO 65020-9998
www.usps.com

03/06/2026

01:04 PM

TRACKING NUMBERS
9505 5124 9717 6065 7086 87

TRACK STATUS OF ITEMS WITH THIS CODE
(UP TO 25 ITEMS)



TRACK STATUS BY TEXT MESSAGE
Send tracking number to 28777 (2USPS)
Standard message and data rates may apply

TRACK STATUS ONLINE
Visit <https://www.usps.com/tracking>
Text and e-mail alerts available

PURCHASE DETAILS

| Product | Qty | Unit Price | Price |
|--|-----|------------|---------|
| Priority Mail® Window FR Env Boston, MA 02241 Flat Rate Expected Delivery Date Mon 03/09/2026 ← | 1 | | \$11.95 |
| Tracking #: 9505 5124 9717 6065 7086 87 | | | |
| Insurance Up to \$100.00 included | | | \$0.00 |
| Total | | | \$11.95 |

Grand Total: \$11.95

Credit Card Remit \$11.95

Card Name: MasterCard
Account #: XXXXXXXXXXXX1306
Approval #: 03342C
Transaction: 224
AID: A0000000. 1010 Chip
AL: Mastercard
PIN: Not Required

Central Bank | Commercial Payments

BankCard Services
 P.O. Box 779
 Jefferson City, MO 65102-9982

EDDIE THOMAS
 CAMDEN CO DD RES
 PO BOX 722
 CAMDENTON, MO 65020 0000

*****9314

| Statement Summary | | | |
|-----------------------------|--------|----------------------|------------|
| Total Amount Due | \$0.00 | Due Date: | 04/27/2026 |
| Current Payment Due: | \$0.00 | Billing Date: | 03/31/2026 |
| Past Due Amount: | \$0.00 | Credit Limit: | \$5,000.00 |
| Minimum Amount Due: | \$0.00 | | |

| Account Summary | | | |
|--------------------------|--------|--|----------|
| Previous Balance: | \$0.00 | Annual Percentage Rate: | 0.00 % |
| Purchases: | \$0.00 | Days In This Billing Cycle: | 32 |
| Cash Advances: | \$0.00 | New Cash Advances: | \$0.00 |
| Credits: | \$0.00 | Cash Advance Fee: | \$0.00 |
| Payments: | \$0.00 | | |
| Other Charges: | \$0.00 | | |
| Finance Charges: | \$0.00 | Average Daily Balance: | \$0.00 |
| New Balance: | \$0.00 | Monthly Periodic Rate: | 1.3042 % |
| | | Nominal Annual Percentage Rate: | 15.65 % |
| | | | 1.7208 % |
| | | | 20.65 % |

| Post Date | Tran Date | Reference Number | Merchant Description | Amount |
|------------|------------|--|---------------------------------|-------------------|
| 03/04/2026 | 03/03/2026 | 05436846063400048029362 | WM SUPERCENTER #89 CAMDENTON MO | 5705 \$787.00 ✓ |
| 03/09/2026 | 03/06/2026 | 05436846066400051884759 | WM SUPERCENTER #89 CAMDENTON MO | 5705 \$7.88 ✓ |
| 03/23/2026 | 03/20/2026 | 55547426080687610598797 | CARF INTERNATIONAL TUSCON AZ | ? 5860 \$683.00 ✓ |
| | | * * * * * | | |
| | | THE ABOVE LISTED TRANSACTIONS HAVE BEEN TRANSFERRED TO THIS ACCOUNT'S ASSOCIATED CENTRAL BILL ACCOUNT. THE NET BALANCE WAS | | 1,477.88 |
| | | * * * * * | | |
| | | FOR CUSTOMER SERVICE PLEASE CONTACT US AT 1-800-472-1959. | | |

CARF International Online Store

6951 E. Southpoint Road

Tucson, AZ 85756

US

 **Your Order Has Been Received.**

?
5860

Your Order # 116385

Order Date: 03/20/2026

Hello Customer,

Thank you for your order! Below is a summary for your records. You will be notified once your order ships. If you ordered a downloadable product, you will receive a separate email with the download link. (Please check your spam/junk folder if you have not received your download link.)

Order Details

Ship To

Ed Thomas
Camden County Developmental
Disability Resources

573-693-1511
100 Third Street
Camdenton, MO 65020-7336
US

Bill To

Ed Thomas
Camden County Developmental
Disability Resources

573-693-1511
PO Box 722
Camdenton, MO 65020
US

Payment Method

MasterCard (\$683.00)

Shipping Method

Shipping: UPS Ground Service (allow 2-3 business days for processing):

Payment / [Make Payment](#)

The following payment has been made and will post to your account.
Please note the tracking number for your records and reference should you need assistance with this payment.

Payment Date 04/13/2026 3:45 PM CT
Account Type Business Checking
Bank Name HERITAGE BANK OF THE OZARKS
Bank Routing Number ****9031
Bank Account Number ***4931
Payment Amount \$1,785.45
Payment Tracking Number 655585

[BACK TO ACCOUNT MAINT. & STATEMENT](#)



[Download Adobe Acrobat Reader](#)

Account Number: *****9588

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

* Account Status: Open

* Available Balance: \$7,464.55

* Credit Limit: \$10,000.00

* As Of 04/13/2026 4:43 PM EST

- Statement Summary
- Cardholder Summary
- Transactions & Messages
- Payment
- Payment Bank Info

The following Bank information is on file for Payments:

| Account Type | Bank Routing Number | Bank Name | Bank Account Number |
|-------------------|---------------------|-----------------------------|---------------------|
| Business Checking | ****9031 | HERITAGE BANK OF THE OZARKS | ***4931 |

Select one of the following payment options for the Payment Due Date of 4/27/2026:

| | | | |
|--|--|--|---|
| <input type="radio"/> Current Balance as of 04/13/2026 \$ 2,535.45 | <input type="radio"/> Remaining Statement Balance as of 03/31/2026 \$ 3,168.76 | <input type="radio"/> Minimum Payment Due as of 04/13/2026 \$ 0.00 | <input checked="" type="radio"/> Other Amount \$ <input type="text" value="1 785.45"/> |
|--|--|--|---|

- A payment entered by 6:30 PM CT will be reflected in your available balance in 1 business day.
- A payment entered after 6:30 PM CT will be reflected in your available balance in 2 business days.
- The dollar amount displayed in the payment field at 6:30 PM CT is the payment amount that will be processed.
- You can only make one payment per day. If multiple payments are made prior to 6:30 PM CT the system will only process last payment.

Last payment amount was entered on 04/13/2026 3:45 PM CT for \$1,785.45
Checking *4931 Bank Routing ****9031**
Your tracking number is 655585

**Resolutions
2026-23, 2026-24,
2026-25, 2026-26,
2026-27, & 2026-28**



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-23

APPROVAL OF AMENDED POLICY #1

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #1, Person-Centered Planning.
2. That the Board hereby amends and adopts Policy #1 (Attachment "A" hereto) as presented.
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
2026-23



Policy Number: 1
Effective Date: 5/1/2008
Revised: 4/20/09, 9/27/2017,
12/12/2020, 3/11/2025, 5/12/2026

Subject: Person-Centered Planning

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall implement a policy for person-centered planning.

POLICY:

It is CCDDR's policy to develop an Person-Centered Support Plan (PCSP) for each client who receives Support Coordination services from CCDDR. Planning is a client/family-directed and person-centered process. Such plans shall be modified and updated, depending on the client's needs and preferences. Services authorized in all PCSPs that are funded through the Department of Mental Health (DMH) billing system, including all Medicaid waiver plans, shall comply with Division of Developmental Disabilities (DDD) Service Monitoring guidelines.

DEFINITIONS:

DDD PCSP Guidelines: The DDD PCSP Guidelines describes requirements of PCSPs, as well as information for maintaining and updating PCSPs.

Missouri Quality Outcomes: Positive outcomes are developed to emphasize the quality of life for individuals receiving services through The DDD *Missouri Quality Outcomes: A Guide for Individuals and Families*. The *Guide* document serves as a tool designed to assist the user in discussions around important life areas and interests of the individual being supported that define quality of life. The Missouri Quality Outcomes can be found at <https://dmh.mo.gov/media/pdf/missouri-quality-outcomes-guide-individuals-and-families>.

PCSP: A document resulting from a process directed by the client served, with assistance as needed by a representative. It is intended to identify strengths, capacities, preferences, needs and desired outcomes of the participant. The process may include other individuals freely chosen by the client who are able to serve as contributors to the process. The person-centered planning process enables and assists the client to access a personalized mix of paid and unpaid services and supports that will assist them in achieving personally defined outcomes and goals.

I. Missouri Quality Outcomes

All plans developed by CCDDR Support Coordination staff shall be in accordance with the DDD's Quality Outcomes. There are fundamental values that form the foundation of the Outcomes, and these should be considered throughout the planning process.

II. Support Planning Process

A. PCSPs:

The Support Coordinator, in conjunction with the client, family members, the client's legal representative (if applicable), and other team members shall hold a meeting to develop an PCSP within thirty (30) days of the individual being found eligible for services through the DDD. The plan must contain a description of immediate needs, especially needs relating to issues of health and safety. The plan must include information clearly identifiable to staff and others how to support the client and to ensure a client's immediate needs are met, especially needs relating to health and safety. The Support Coordinator ensures each item in the plan has enough detail and/or examples where someone new in the client's life can quickly understand what is meant and how to support the client.

B. Plan Components:

All PCSPs developed by CCDDR Support Coordination staff shall contain at least the minimum information required to comply with the DDD's approved format. Accordingly, all PCSPs developed by CCDDR Support Coordinators shall define desirable changes in the client's life and create personal outcomes and goals in six life areas as discussed by the client's support team. The six life areas are as follows:

- Daily Life
- Community Living
- Social Spirituality
- Healthy Living
- Safety & Security
- Citizenship & Advocacy

III. Updating Plans

PCSPs are expected to change and develop over time as the CCDDR Support Coordinators and others get to know the client well and by spending time with the client in a variety of situations and environments. Plans must be reviewed (and updated if necessary) on a monthly or quarterly basis. However, review and update of the plan must also occur when:

- The client or the client's guardian requests that information be changed or added

- Others invited by the client to participate in the client's planning process provide additional information
- The need for supports and services change, i.e. the client's level of functioning may change requiring either a reduction or increase in services; the client's natural support system may expand, reducing the need for a paid service; or staff discovers another agency that will provide additional resources to the person
- Contact information has changed

When the CCDDR Support Coordinator makes major changes to a plan, the client supported and/or their guardian must be aware of and approve any changes made. Documenting this approval requires the signature of the client or guardian on the Personal Plan Authorization and Funding document. Major changes to a Plan include the following:

- Adding or changing a service. (e.g. client begins receiving respite, client moves to a group home, etc.)
- Proposing to restrict the client's rights
- Taking any other type of adverse action, such as termination of services (e.g. canceling a service, termination from the waiver, etc., which can also be done with a 45-day termination notification letter or as directed by DDD)
- Adding an outcome or goal

Minor changes (information only) may be made to a plan without prior consent/approval of the client or their guardian.

IV. Plans and Waiver Documentation

The CCDDR Support Coordinator shall ensure that information in the plan is consistent with and does not contradict information in other Medicaid waiver documentation. When developing a plan including waived services, the CCDDR Support Coordinator shall consider what supports are needed in the areas covered by the Level of Care information from the most Missouri Adaptive Ability Scale Assessment (MAAS). The MAAS will identify adaptive functioning skills in life areas where a client might require support. These areas will be addressed in the client's plan.

V. Plan Monitoring/Reviews

The CCDDR Support Coordinator, in conjunction with the other team members, shall review every PCSP at least annually. The Health Risk Screening Tool (HRST) must be completed for all clients receiving Waiver residential support services (i.e. Individualized Supported Living, Group Home, Companion Home, and Host Home services). A HRST must also be completed for all other clients receiving Waiver services unless a client/guardian opts out of the HRST. Quarterly Reviews shall be completed for all clients not in residential services and Monthly Reviews shall be completed for clients receiving Waiver residential support services. The Quarterly/Monthly Reviews shall provide an overview of progress made toward plan outcomes and goals,

recommendations for changes to plan, Support Coordinator contacts, Service Monitoring notes, and other pertinent information relating to the client.

VI. Authorization of Services

All services to be paid by the DDD and/or CCDDR must be documented in a client's annual PCSP or amended PCSP before the services are authorized, delivered, and/or purchased.

VIII. Quality Assurance

The DDD's Targeted Case Management Technical Assistance Coordinator or other designee will evaluate a sample of plans from CCDDR on a quarterly and annual basis to ensure that the mandatory components of the Missouri PCSP Guidelines are implemented.

REFERENCES:

- CARF Standards Manual
- [Missouri Individual Support Plan Guidelines](#)
- [Developmental Disabilities Waiver Program Manual](#)
- [RSMo 633.110](#)
- [Missouri Quality Outcomes: A Guide for Individuals and Families](#)
- [9 CSR 45-3.010](#)
- [RSMo 630.655](#)
- [DDD Directive 3.020](#)
- [DDD Directive 4.060](#)



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-24

APPROVAL OF AMENDED POLICY #13

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #13, Consent for Services.
2. That the Board hereby amends and adopts Policy #13 (Attachment "A" hereto) as presented.
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
2026-24



Policy Number: 13
Effective: May 1, 2008
Revised: March 11, 2025; May 12, 2026

Subject: Consent for Services

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have a policy for obtaining written consent from the client and/or the client's guardian/legal representative prior to authorizing and/or providing supports or services that have been identified through the Person-Centered Planning process, as well as obtaining consent from the client served and/or the client's guardian/legal representative for CCDDR Support Coordination services.

POLICY:

Consent for Services Identified in the Person-Centered Support Plan (PCSP)

Through the Person-Centered Planning process, Interdisciplinary Team members shall make a determination as to the services required, both paid and generic, in order for the client to meet the outcomes and action steps identified in the client's PCSP. The client and/or the client's guardian/legal representative shall be provided with a clear, concise explanation of proposed services, supports, and activities to meet the client's needs and preferences, if such services are readily available or subject to a waiting list, and the potential benefits (or risks, if any) of proposed services and supports have been identified in the PCSP. The PCSP shall reflect the client's desires in life, preferences, and needs, with the client's input being the primary importance in developing the PCSP.

Annually and as needed, the Support Coordinator will review the needs of the client, determining if paid supports are necessary and feasibly able to be acquired. They will obtain accurate information on rates and units from chosen providers, creating a budget and accurate Budget Authorization sheet.

The client and/or the client's guardian/legal representative shall then authorize any and all services identified in the client's PCSP by signing all components of the PCSP, including the completed Budget Authorization sheet. By signing, the client and/or the client's guardian/legal representative are also indicating their agreement with the content of the PCSP. If the plan requires approval at the state level, the client and/or the client's guardian/legal representative will be kept up to date on the status of the approval. The budget will be adjusted accordingly if the Division of Developmental Disabilities (DDD) Utilization Review Committee requests any portion(s) of the PCSP be modified, with a new Budget Authorization sheet and PCSP modification being created and signed.

The client and/or the client's guardian/legal representative shall have a copy of the current PCSP and budget authorizing services identified.

Significant changes to the client's PCSP (adding or changing outcomes/action steps; adding, changing, or terminating services; etc.) require prior written authorization from the client and/or the client's guardian/legal representative. Informational changes only to an PCSP (correcting a typo in the PCSP, correcting a name in the PCSP, etc.) do not require written consent of the client and/or the client's guardian/legal representative.

All clients who have been enrolled in the Missouri Home & Community Based Waiver program shall be provided the opportunity to choose their provider(s) of service(s) within this program and shall annually state their desire to continue as participants in this program.

No limitation of a client's rights or other adverse action shall be made without the client's and/or client's guardian's/legal representative's signed consent.

All proposed Behavioral Support Plans and accompanying due process must be incorporated into the current PCSP, be approved by the DDD Due Process Review Committee, and have consent by the client and/or client's guardian/legal representative.

No services identified in the PCSP that will be paid by the DDD and/or CCDDR shall be delivered or paid unless authorized prior to implementation.

All PCSPs must be signed and dated by the client or the client's guardian/legal representative prior to the PCSP implementation date.

Consent to have CCDDR Provide Support Coordination Services

Clients and/or their guardians/legal representatives shall provide consent to have CCDDR provide Support Coordination services for the client by signing a Support Coordination Acknowledgement attached to the Client Rights Acknowledgement form on an annual basis. This form acknowledges that the client and/or the client's guardian/legal representative have authorized CCDDR to provide Support Coordination services on the client's behalf.

REFERENCES:

- CARF Standards Manual
- RSMo 633.110
- Developmental Disabilities Waiver Manual
- DDD Support Coordination Manual
- Targeted Case Management for Individuals with Developmental Disabilities Manual



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-25

APPROVAL OF AMENDED POLICY #22

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #22, Event Reporting.
2. That the Board hereby amends and adopts Policy #22 (Attachment "A" hereto) as presented.
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
2026-25



Policy Number: 22
Effective: May 1, 2008
Revised: March 11, 2025;
May 12, 2026

Subject: Event Reporting

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have a policy for Event Reporting of all incidents of injury, alleged/suspected abuse, neglect, misuse of funds/property, death, medication errors, elopement, or other unusual events per the Division of Developmental Disabilities (DDD) Directive 4.070; Department of Mental (DMH) Department Operating Regulation (DOR), 2.210; 9 CSR 10.5-200; and 9 CSR 10-5.206.

POLICY:

Event Reports

Upon notification/receipt of any event report, CCDDR Support Coordination staff shall take the appropriate actions to:

- Review event reports to ensure that community providers have taken all reasonable measures necessary to protect the health and safety of the clients
- Review event reports to ensure accuracy, timeliness, completeness, and conformity with reporting regulations (DMH DOR 2.210, DDD Directive 4.070, 9 CSR 10-5.200, and 9 CSR 10-5.206)
- If CCDDR staff identify incidents of abuse, neglect, and/or misuse of funds/property during the review, they shall report the incident according to 9 CSR 10-5.200
- Determine the efficacy of corrective action plans and whether any additional actions must be taken
- Notify the Executive Director, Targeted Case Management Supervisor, or other authorized CCDDR designee
- Forward copy of event report to Office Manager for tracking and records

Events which meet the DDD Required Event Report Criteria of the following nature must be entered into the DMH/DDD EMT system:

- Alleged or suspected client abuse, neglect, and/or misuse of funds/property
- Client death
- Client emergency room visits
- Client non-scheduled hospitalizations
- Medication errors which reach a client
- Client incidents
- Falls or suspected falls
- Uses of emergency procedures with a client
 - ✓ Chemical restraint

- ✓ Manual restraint
- ✓ Mechanical restraint
- ✓ Time-out
- Client events where there is law enforcement involvement
- Client elopement
- Events of fire, theft, or natural disaster resulting in disruption of service(s) to the client(s)
- Events of sexual misconduct involving a client, and it is alleged, suspected, or reported that one of the parties is not a consenting adult
- Events involving a client when there is a realistic threat or physical action of serious self-harm or assault of others
- Events when the client ingests a nonfood item
- Events which result in a need for a client to receive lifesaving intervention or medical/psychiatric emergency intervention

The timelines for Event Reporting are:

- Immediate notification – death, abuse/neglect, critical
 - ✓ During DMH business hours – immediate entry into the EMT system can meet the immediate notification requirement – enter the event the same date the event occurred or was discovered
 - ✓ After DMH business hours – make a verbal report to the Rolla Satellite Regional Office on call system – in the Notification Section of the EMT system, enter the date/time of the verbal report to document DMH immediate notification, then enter the event into the EMT system by the end of the next business day from the date the event occurred or was discovered
- Next Business Day Notification – all other events not death, abuse/neglect, critical
 - ✓ Must be entered into the EMT system by the end of the next business day from the date the event occurred or was discovered
 - ✓ If this entry is your “Next Business Day Notification” and there was no need to verbally notify the Rolla Satellite Regional Office staff, you will enter Regional Office as Notified Type and “Direct Entry” as the Person’s Name in the Notification section of the EMT system

CCDDR will receive a DMH DD electronic notification summary of the event the next day after entry of the event into the EMT system. A Consumer Event Summary report is sent via an encrypted email to the Support Coordinator and Targeted Case Management Supervisor who is active in the client record for a client involved in an event.

To ensure automated event summary notifications are distributed to the client’s Support Coordinator and Targeted Case Management Supervisor, it is the responsibility of the:

- Rolla Satellite Regional Office to maintain the Human Resource record each Support Coordinator and Targeted Case Management Supervisor record with the correct email address and “Yes” selected for the primary email address
- Designated CCDDR employee to maintain the Consumer Resource Record to have the current Support Coordinator and Targeted Case Management Supervisor listed for clients CCDDR through its services

A Consumer Event Summary report is created using only the most critical fields of the event report to provide notice of a reportable event to a Support Coordinator and Targeted Case Management Supervisor who is active in the client record for a client involved in an event.

Critical fields include:

- EMT #
- Event Date/Time
- Discovery Date/Time
- State Oversight Organization
- Responsible Organization
- Program Category-Primary Oversight
- Location of Event
- Event Narrative
- Lists Consumers Involved
- Consumer Role/s
- Detail Module Indicator
- Notified Type/Date

Event reports are protected internal department documents under sections 630.167(3) and 630.165, RSMo that shall be kept confidential, and shall not be deemed a public record. As such, the Consumer Event Summary reports shall also be kept confidential and not deemed a public record.

If, following the review of the Consumer Event Summary report, the Support Coordinator or the Targeted Case Management Supervisor have follow up information which would be pertinent to the event, they shall email the Rolla Satellite Regional Office or Regional Office staff who will review follow up actions and may include their information in the EMT record.

If CCDDR has concerns about follow up action conducted by DMH/DDD, CCDDR may contact the DDD Assistant Director for the region, Director of State Operated Program-Waiver Program, or other impartial designee of the Division Director for the state oversight organization involved in the event.

Events that are unusual and not being addressed in a person's plan are to be reported to the designated quality management staff as well as any findings of concerns or issues related to health, safety/environment, money, rights, or services that were noted in the event report that require action. Failure of CCDDR staff to report suspected or observed abuse/neglect or misuse of funds/property will be cause for disciplinary action, including dismissal.

NOTE: Event Reports are an administrative tool and not part of the clinical record. All event reports are filed separately from the client's record. The content of an event report or event report summary shall not be included within a log note as they are not part of a client's clinical record.

Review of Event Reports

Support Coordinators may request event data for client planning and trending purposes. Information surrounding individual issues such as behavior incidents, use of restraints, falls, environment, health, etc., should be reviewed and discussed by the interdisciplinary team when evaluating, updating, and developing person-centered plans.

CCDDR management staff has access to event data for reviewing and trending of event report information. This is also important for the identification of issues needing further investigation due to recurring themes and serious events.

The Rolla Satellite Regional Office designee or Regional Office Director or designee shall make available training for all applicable CCDDR employees regarding event reporting requirements, event notification procedures, EMT system event entry procedures, and required timelines for event notification and entry. The training is to be conducted for applicable new employees and, if required by DMH/DDD, for all other applicable staff during annual updates or whenever a major change in policies and procedures occurs.

REFERENCES:

- [Division Directive 4.070](#)
- CARF Standards Manual
- [9 CSR 10-5.200](#)
- [9 CSR 10.5.206](#)
- [DOR 2.210](#)



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-26

APPROVAL OF AMENDED POLICY #23

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #23, Medication Monitoring.
2. That the Board hereby amends and adopts Policy #23 (Attachment "A" hereto) as presented.
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
2026-26



Policy Number: 23
Effective: May 1, 2008
Revised: March 11, 2025; May 12, 2026

Subject: Medication Monitoring

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have a policy for Support Coordination staff to properly monitor medication management practices of agencies serving persons with developmental disabilities in residential and day habilitation settings, per Division of Developmental Disabilities' guidelines and regulations. Through the Service Monitoring process, CCDDR Support Coordination staff will be required to monitor agency practices with regard to medication management. All agencies monitored by CCDDR shall have staff properly trained in medication management, shall implement proper medication management techniques, and shall provide adequate documentation with regard to client medication administration.

POLICY:

As part of the Service Monitoring function that CCDDR Support Coordination staff provide via the Division of Developmental Disabilities' Service Monitoring guidelines, CCDDR staff regularly monitor the health and safety of clients served, including medication management practices of the provider agency.

I. Monthly Monitoring

The monthly Service Monitoring function performed by the Support Coordinator shall include:

- Review of agency Medication Administration Records to ensure all medications have been signed off by staff after consumption and there are no missing entries or errors
- Review of employee training records/personnel file to verify certification in Level I Med
- Aide course for all employees passing meds
- Physician Orders/Doctor's Orders (P.O.) are reviewed, and include physician signature and date, name of medication, dosage, time, route, reason/purpose for taking medication
- Refused medications and/or PRN medications are fully documented with name of med, date, reason given
- All medications, including over the counter medications, have been prescribed by a licensed physician and current doctor's orders are present
- All medications have been properly transcribed to the client's Medication Administration Record
- All medication doses have been administered by appropriate route
- All medications are locked when not in use, and they are monitored at all times

- Support staff is aware of and follow agency policy for monitoring of vital signs and for monitoring the effectiveness of medications, as needed
- Information for medication side effects is available, and agency staff have reviewed and signed off on these
- Allergy information is listed on the client Medication Administration Record
- All medication errors are reported per policy and an Event Report completed
- Storage of medications is appropriate (i.e. refrigerated if necessary, controlled substances double-locked as required, etc.)
- All PRN medications include directions for use
- All medications are labeled properly
- Expired meds are replaced timely
- Agency staff should know the intended effect of medications.
- The client's health status is reviewed regularly
- All medications have: dosage, time, purpose, expiration date and side effects listed.
- Client is given appropriate information to make informed choice. Any related risks are explained to the client
- There is a process for prescription renewal and drug regimen review determined by physician and this is recorded
- Staff and client know the prescription renewal process and drug regimen/medication review process
- Annual physician's orders for mechanical supports/adaptive equipment
- Staff knows medical history, medication history and diagnosis or where to find the information in the file
- At least annual review of effectiveness of medications by physician's orders
- Client or their legal representative should have access to following with regard to medication management: type of medications; purpose of medications; time to take medications; side effects of medications; how the medication is to be taken; what supports, if any, will be necessary; and how long the medication is to be taken

II. Supports for Self-Administration of Meds

For clients who are learning to self-medicate or need support to ensure medications are administered appropriately, CCDDR Support Coordination staff shall ensure that:

- The goals and individual responsibilities for self-administration of medications are documented thoroughly in the current Person-Centered Support Plan (PCSP)
- The individual has been provided training in administering their own medications and recording their medications administered
- The client demonstrates appropriate ability/responsibility
- The individual knows how to obtain assistance/support if an error occurs or an adverse reaction is experienced
- The individual has been instructed and is able to utilize the pharmacy and/or physician to access medical records, report problems, etc.
- Emergency information, physician orders and side effect information is available to staff
- Must have physician's orders' documentation and what steps client does if partial administration, and what steps staff assists with

- If a client is in the process of learning any step of self-administration, the PCSP will need a Personal Outcome with goals to address this, and provider progress notes should document client progress in learning self-administration of medications

III. Preservation Of Medications Sensitive To Temperature, Light and Moisture

Support Coordination staff shall check to determine if facilities to be monitored per Service Monitoring Directive properly maintain and store medications to ensure protection from temperature, light, and moisture. Typically, the prescription label will note how the medication is to be stored.

Most medications are to be stored at room temperature. Room temperature is defined as 59 degrees to 86 degrees Fahrenheit. Medications stored at higher temperatures for prolonged periods can deteriorate.

Facilities monitored may use a refrigerator for cold or cool storage of medications. If a refrigerator is used to store medications at the facility, the temperature is to be kept at thirty-six to forty-six (36-46) degrees Fahrenheit (F). If food is stored in the same refrigerator, medications should be kept separate in a labeled, covered container.

Light may affect medications and these medications are typically dispensed by the pharmacist in light-resistant containers (dark colored or opaque bottles), however storage should also be in an environment free of light. Support Coordination staff shall ensure that light sensitive medications are stored in opaque containers and cabinets or closets free from light.

Moisture, and especially excessive moisture or humidity can reduce the shelf life of a medication. A refrigerator is a high-moisture area so containers should be kept tightly closed. A bathroom medicine cabinet is also subject to high moisture and humidity levels and is not the best environment in which to store medications.

IV. Storage and Control of Medications

During monthly Service Monitoring, CCDDR Support Coordination staff shall note the following with regard to storage and control of medications:

- A locked room is used for medication only or medication cabinets/closets with locks are used
- Each client's medications are stored in a separate compartment or bin from those of other clients
- Medication carts with locks that have individual bins or trays and a lockable drawer may be used
- Refrigerator – any medications stored in a refrigerator should be stored in a locked container with the client's name on the box and the name of the medication, dosage, frequency, time and any individual instructions on the medication label
- Controlled Medications: Support Coordination staff shall ensure that a double lock is used for all schedule II medications in facilities monitored – facilities can accomplish

- this by using a locked container or compartment within a locked cabinet
- Other controlled medications can be double locked as needed for security – it is advisable to place all narcotics/controlled medications under a double lock so that staff do not have to determine if the medication is a schedule II medication
- The keys should always be kept secure with limited staff having access to the keys for the medication storage unit

V. Storage for Different Kinds of Medications

Support Coordination staff shall ensure that facilities monitored properly separate different types of medication to prevent contamination:

- Internal medications should be stored separately from external medications – this includes both tablets and liquids
- Eye, ear, or nose medications may be stored with the rest of the client’s internal medications, but it’s important to keep the container clean – it is advisable to store these medications in a separate container than the oral medications
- Inhalers and suppositories as well as other medications may need to be refrigerated – be sure to read the label on the medication for directions on appropriate storage
- External medication should be stored separately from internal medications to reduce the chance of error and contamination – liquids and ointments should be stored in a separate container, perhaps in a separate cabinet or on a separate shelf from internal medications
- If “stock” medications are kept in the facility, they should be stored separately from the clients’ medications
- First aid, non-prescription medications for simple medical emergencies should be stored separately from other medications in a locked cabinet
- Emergency medications which consist of prescription medications are kept in a separate container, in a locked cabinet

VI. Facility Policies

Each facility monitored by CCDDR Support Coordination staff should have an accountability system in place for all medications. This should include a written policy regarding storage and security of medications and should include documentation of medication counts as well as reporting of missing medications.

- The agency may have a designated individual who checks in all medications at the beginning of each month and then documents the findings on a form developed by the agency
- Medication aides are to initial each dose of medication given on the Medication Administration Record as soon as administration is complete
- If bubble packs are used, the staff may also initial and date each slot as they administer the medication for any particular slot
- If “stock” medications consisting of non-prescription, first aid medications and emergency medications consisting of prescription medications are available in a facility, the agency must have a system such as a logbook, etc. to provide accountability

- for these medications
- Controlled medications should have a label which reads “Federal law prevents the transfer of the medication to anyone other than for whom it was prescribed” – all doses are recorded on the regular Medication Administration Record after administration; however, a count sheet should be kept for each controlled medication and the medications must be reconciled every shift

VII. Disposal of Medications

All facilities monitored by CCDDR shall have a policy in place regarding proper disposal of medications. At a minimum, the following issues shall be incorporated into the facility medication disposal policy:

1. Contaminated: A contaminated dose is disposed of (destroyed) by the Level I Medication Aide or the DMRDD Medication Aide at the time of the contamination. Witnesses are required for destruction of any medication. Proper documentation procedures should be followed (see sample drug disposal record following).
2. Unused or discontinued medications may be returned to the pharmacy by the facility if the pharmacy will accept them. If not, the medication will need to be destroyed.
3. Flush prescription medications down the toilet *only* if the label or accompanying patient information specifically instructs doing so. The preferred method of disposing of medications is crushing and mixing them with coffee grounds, kitty litter or other non-edible substances and placing them in a non-descript, impermeable container to go out with the regular trash. Medication destruction involves two persons. The medication aide can be one person and the other must be a pharmacist, nurse or state inspector.

Some agencies have developed their own “Destruction of Medication” forms and the medication aide needs to be familiar with the form and any policy regarding medication destruction that the agency may have.

REFERENCES:

- CARF Standards Manual
- 9 CSR 45-3.070
- MO Department of Mental Health Medication Aide Manual

MEDICATION DESTRUCTION RECORD

Client Name _____

Case Number _____ State ID Number _____

Date _____

Medication/Strength/ Rx Number _____

Number of tabs/doses of medication disposed of _____

Signature 1 _____

Signature 2 _____

Date _____

Medication/Strength/ Rx Number _____

Number of tabs/doses of medication disposed of _____

Signature 1 _____

Signature 2 _____

Date _____

Medication/Strength/ Rx Number _____

Number of tabs/doses of medication disposed of _____

Signature 1 _____

Signature 2 _____



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-27

APPROVAL OF AMENDED POLICY #24

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #24, Monitoring Positive Behavioral Interventions/Restraints.
2. That the Board hereby amends and adopts Policy #24 (Attachment "A" hereto) as presented.
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
2026-27



Policy Number: 24

Effective: May 1, 2008
Revised: March 11, 2025;
May 12, 2026

Subject: Monitoring Positive Behavioral
Interventions/Restraints

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have a policy to ensure agencies supporting clients served by CCDDR utilize appropriate Positive Behavioral Support techniques when deemed necessary by the client's planning team and agencies utilize proper crisis intervention techniques implemented by properly trained staff. Furthermore, CCDDR Support Coordination staff, through the Service Monitoring and Plan Development processes, shall ensure agencies serving persons with developmental disabilities are in compliance with adopted Division of Developmental Disabilities' and Rolla Satellite Regional Office's crisis intervention methods guidelines and policies.

POLICY:

I. Referrals To Behavior Support Review Committee

Contracted providers shall monitor and implement positive proactive strategies to reduce the likelihood that an individual will require reactive strategies or restrictive interventions. If a provider has a reactive strategy (one which is not part of the individual's plan used to maintain safety of the individual or others in the threat of imminent harm) occur, it may be used for one (1) or two (2) incidents until a planned intervention is developed in the safety crisis plan or behavior support plan. If the Reactive Strategy Threshold of five (5) or more reactive strategies within a one (1) month period is crossed, the planning team should convene within five (5) business days to complete the review and any restrictions of the supports, or other issues that might affect the individual, identify triggers, consider the need of a functional behavior assessment, and develop new or revised proactive strategies that are less likely to result in the use of reactive strategies. If an individual meets the Reactive Strategy Threshold for three (3) consecutive quarters, they should be referred to the Regional Behavior Support Review Committee. If an individual meets the Reactive Strategy Threshold five (5) or more times in a one (1) month period, the planning team should request the Support Coordinator submit a request for behavioral services.

II. Tiered Supports Team Referrals and Process

1. Referral Process for Waivered Clients

- Tiered Support Referrals are to be emailed, faxed, or mailed to the Positive Supports Consultant Lead at the designated Regional Office
- The Positive Supports Consultant Lead will assign the referral to a Positive Supports Consultant

- The Positive Supports Consultant Lead or Consultant will contact the Support Coordinator or provider/family member and aid in determining the Tiered Support level needed for the individual – if the assessment indicates the individual has shown an increase in serious behaviors in which there is police involvement, in-patient hospitalizations, restraints, or 1:1 level of supervision, the individual may qualify for Tier 3 support and be referred to Applied Behavior Analyst Services
- The Tiered Support lead or referred Tiered Support member will assist the Support Coordinator, as needed, with creating Tiered Support outcomes and action steps to be included in the behavior plan attached to the Person-Centered Support Plan (PCSP)
- The Support Coordinator will add the outcomes and action steps to the modified PCSP
- The Provider & Services Choice form and Authorization form, with Tiered Support Services identified, are completed and signed by the Support Coordinator and individual/guardian:
 - The Support Coordinator, TCM TAC, and Tiered Support Consultant can work together to determine how many units to authorize for at current rate per unit
- Once the plan is modified and signatures are received, the Utilization Review (UR) Packet will be completed and submitted to the TCM TAC contact – the UR packet includes a copy of the signed Provider & Services Choice form, signed Authorization form, modified PCSP, and justification for service
- Once the Tiered Support team receives confirmation back from UR, they will begin services based on the tier level determined

2. Referral Process for Non-Waivered Clients

- Tiered Support Referrals are to be emailed, faxed, or mailed to the Positive Supports Consultant Lead at the designated Regional Office
- The Positive Supports Consultant Lead will assign the referral to a Positive Supports Consultant
- The Positive Supports Consultant Lead or Consultant will contact the Support Coordinator or provider/family member and aid in determining the Tiered Support level needed for the individual. The Positive Supports Consultant Lead or referred Positive Support Consultant will assist the Support Coordinator, as needed, with creating Tiered Support outcomes & action steps to be included in the behavior plan attached to the individual's PCSP
- The Support Coordinator will add the outcomes & action steps to the PCSP
- The Provider of Choice document is completed and signed by the Support Coordinator and the individual/guardian
- The Support Coordinator and Positive Supports Consultant will work together to begin services based on the tier level determined
- To have only one contact, the modified PCSP and Provider of Choice document may be sent to the TCM TAC

3. Tiered Support Process for Waivered and Non-Waivered Client Referrals

- A. The Positive Supports Consultant will schedule a team meeting with the individual and the individual's planning team once the environmental assessment has been completed and an action plan, based on the assessment, has been developed. The planning team will review the action plan to ensure they agree with the action steps identified. A signature page will be presented at the meeting for all parties to sign if planning team members (individual, guardian, designated provider staff member, Support Coordinator, and/or family member) agree upon the contents of the action plan. If revisions are

needed, the Positive Supports Consultant will email, fax, or mail the planning team the revised document.

- B. During the referral process, if an individual's behaviors increase in intensity to the point there is police involvement or in-patient hospitalization due to behavioral issues, the person may need to be referred to Applied Behavior Analysis Services (ABA) or have an enhanced staffing pattern based on their Tiered Support Level needs

III. Agency Use of Behavioral Interventions/Crisis Intervention Techniques

Per Division of Developmental Disabilities guidelines and Rolla Satellite Regional Office procedures, agencies that support clients served by CCDDR and the Division of Developmental Disabilities may adopt a curriculum of Positive Behavioral Support training, subject to the Division of Developmental Disabilities and Rolla Satellite Regional Office approval. Support Coordination staff shall ensure agencies implement such behavioral intervention strategies in accordance with the Division of Developmental Disabilities and Rolla Satellite Regional Office policy. The Division provides oversight for services provided to individuals with significantly challenging behaviors through the Regional Behavior Supports Committee. The following general principles apply:

A. Physical Restraints:

In cases of imminent harm to a person or persons, agency staff may utilize physical restraint. Staff must first be trained in a nationally recognized crisis management program which must be included in the individual's crisis safety plan. Techniques other than those must be made in writing, to the Chief Behavior Analyst of the Division. If internally developed systems are approved and utilized, a quarterly analysis of the use of the restraint procedures and strategies to eliminate the need is completed and submitted to the Chief Behavior Analyst. All specific instances of physical restraint must be documented in an Event Report form. Improper use of physical restraint techniques by agency staff or use of excessive force shall be considered abuse and cause for disciplinary action. Use of and authorization for physical restraints shall be documented in the person's plan by the Support Coordinator.

B. Mechanical/Chemical Restraints:

These techniques may be used to prevent a person from injuring self or others, only after other less aversive techniques have been tried, and it has been documented in the person's record by a QDDP that less restrictive alternatives do not work as a means of curbing aggressive behavior. The Support Coordinator and other team members shall design such techniques which shall be incorporated into the person's plan as outlined in DOR 4.145.

C. Time Out:

This may only be used under conditions set out in a written behavioral modification program (incorporated into the person's plan) and shall meet guidelines set out in DOR 4.145. The Rolla Satellite Regional Office Regional Behavioral Supports Committee shall review/approve all plans that propose time out as part of the due process review. The Rolla Satellite Regional Office Regional Behavioral Supports Committee shall review all instances of restraint to assess the appropriateness of restraints.

Support Coordination staff shall determine if the agency has a “no-restraint” policy, and if so, what emergency procedures are in place should a client served by the agency become a danger to himself or others.

III. Prohibited Behavioral Intervention Techniques

Support Coordination staff shall ensure that agencies do not use techniques that are strictly prohibited per Division of Developmental Disabilities policy as methods of behavioral support.

The following is a general list of behavioral interventions *not approved* by the Division of Developmental Disabilities:

- Seclusion -Placement of a person alone in a locked room or area which he or she cannot leave at will; this does not include seclusion time out
-
- Any reactive strategy that may exacerbate a known medical or physical condition, or endanger the individual’s life or is otherwise contraindicated for the individual by medical or professional evaluation
- Containment without continuous monitoring and documentation of vital signs and status with respect to release criteria
- Use of any reactive strategy on a “PRN” or “as required” basis. Identification of safe procedures for use during a crisis in an individual’s safety crisis plan is not considered approval for a restraint procedure on an as needed basis
- Any procedure used as punishment, for staff convenience, or as a substitute for engagement, active treatment or behavior support service
- Standing orders for use of Restraint Procedures—unless part of a comprehensive safety crisis plan that delineates prevention, de-escalation and least restrictive procedures to attempt prior to use of restraint
- Inclusion of a restrictive support, manual restraint procedures or chemical, mechanical restraints calling police or hospitalization as part of a behavior support plan as a contingency designed to produce a reduction or elimination of a behavior
- Reactive strategy techniques administered by other individuals who are being supported by the agency
- Corporal punishment or use of aversive conditioning—Applying painful stimuli as a penalty for certain behavior, or as a behavior modification technique
- Overcorrection –Requiring the performance of repetitive behavior as a consequence of undesirable behavior designed to produce a reduction of the frequency of the behavior. – Examples: Contingent exercise, writing sentences, over cleaning an area, repeatedly walking down a hallway after running
- Placing persons in totally enclosed cribs or barred enclosures other than cribs
- Any treatment, procedure, technique, or process prohibited elsewhere by federal or state statute

Certain physical interventions are prohibited. These include:

- Physical restraint techniques that interfere with breathing
- Prone restraints
- Restraints which involve staff lying/sitting on top of a person
- Restraints that use the hyperextension of joints
- Any technique which has not been approved by the Division of Developmental

Disabilities and for which the staff person has not received Division of Developmental Disabilities approved training

Support Coordination staff, through Service Monitoring and review of Event Reports, shall determine if any of the above unauthorized methods are being implemented by agency staff as a means of crisis intervention. Referrals shall be made to the Regional Office Provider Relations Team as needed, or, if abuse or neglect is suspected by the Support Coordinator, shall be reported to the proper authorities per CCDDR's Abuse/Neglect reporting policy.

REFERENCES

- CARF Standards Manual
- [Missouri's Department of Mental Health Tiered Support Services](#)
- [DMH Tiered Support Services](#)
- Rolla Satellite Regional Office DOR/Restraints & Time Out
- [Individual Support Plan Guide, 2-15-18](#)
- [DOR 4.145](#)
- [Division of Developmental Disabilities Directive 4.300](#)



CAMDEN COUNTY SB40 BOARD OF DIRECTORS
RESOLUTION NO. 2026-28

APPROVAL OF AMENDED POLICY #34

WHEREAS, Sections 205.968-205.972 RSMo and subsequent passage by Camden County 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 (dba Camden County Developmental Disability Resources) reviews, amends, and appeals its existing Bylaws, policies, plans, handbooks, manuals, and job descriptions and creates new Bylaws, policies, plans, handbooks, manuals, and job descriptions as needed to remain effective in its Agency administration and remain compliant with regulatory statutes.

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", hereby acknowledges the need to amend Policy #34, Quarterly/Monthly Reviews.
2. That the Board hereby amends and adopts Policy #34 (Attachment "A" hereto) as presented.
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
2026-28



Policy Number: 34
Effective: 1/1/2013
Revised: 9/18/2017;
12/10/2020; 1/9/2024; 3/11/2025;
May 12, 2026

Subject: Quarterly/Monthly Reviews

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have a policy to perform a Quarterly or Monthly Review of the Person-Centered Support Plan (PCSP) for each person who receives Support Coordination services from CCDDR.

DEFINITIONS:

DDD Service Monitoring Guidelines: The Division of Developmental Disabilities (DDD) Support Coordinator Manual describes requirements of Support Monitoring, as well as information regarding maintaining and updating PCSPs.

PCSP: This is a document resulting from a process directed by the individual served, with assistance as needed by a representative. It is intended to identify strengths, capacities, preferences, needs, and desired outcomes of the participant. The individual served must be present for the person-centered planning meeting. The process may include other individuals freely chosen by the participant who are able to serve as contributors to the process. The person-centered planning process enables and assists the individual to access a personalized mix of paid and non-paid services and/or supports that will assist the individual in achieving personally defined outcomes.

Quarterly Review: This is a review of the effectiveness of the services outlined in the PCSP that occurs every three months. The quarters are established from the implementation date of the PCSP.

Monthly Review: This is a review of the effectiveness of the services outlined in the PCSP that occurs every calendar month.

POLICY:

Services authorized in all PCSPs that are funded through the Department of Mental Health, including all Medicaid Waiver plans, shall comply with Division of Developmental Disabilities' Service Monitoring guidelines. Service provision, programming, and progress shall be documented. This information may result in the modification of the PCSP. Such plans shall be modified and updated, depending on the client's needs and preferences.

I. Plan_Monitoring/Reviews

Quarterly or Monthly Reviews shall be completed for all clients. The review period requirements shall be identified by the Division of Developmental Disabilities, which is also based on the type of services authorized for each individual client. The Quarterly and Monthly Reviews shall provide an overview of progress made toward Personal Outcomes and Goals, need for changes to the plan, Support Coordinator and client contacts, Service Monitoring notes, and other pertinent information relating to the client.

The Support Coordinator and provider agency Qualified Developmental Disability Professional (QDDP) (if applicable) shall regularly monitor implementation of the PCSP and progress in meeting Personal Outcomes and Goals. Changes shall be made as necessary to plan outcomes and action steps based upon input from team members.

II. Quality Assurance

The Quality Assurance Coordinator(s), Targeted Case Management Supervisor(s), and/or other designated CCDDR staff will monitor Quarterly Reviews, Monthly Reviews, and PCSPs to ensure that the mandatory components of the PCSP Guidelines are implemented.

REFERENCES:

- CARF Standards Manual
- [Individual Support Plan Guidelines – Medicaid Waiver Manual](#)
- [RSMo 633.110](#)
- [Division of DD Quality Outcomes Discussion Guide](#)
- [9 CSR 45-3.010](#)
- [RSMo 630.655](#)
- [Division of DD Directive 3.020](#)
- [Division Directive 4.060](#)