

**Northwest Regional Council - Regular Meeting  
10:00 AM December 5, 2019  
Skagit County Commissioners Office,  
1800 Continental Place, Mount Vernon  
Commissioners Hearing Room  
360-416-1300**

**AGENDA – Updated 12/4/19**

Agenda Topic	Pages	Action Required
<b>1. Call to Order</b>		
<b>2. Public Comment</b>		
<b>3. Consent Agenda</b>		
All matters listed with the Consent Agenda have been distributed to each Council Member for reading and study, are considered to be routine, and will be enacted by one motion of the Northwest Regional Council with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a Council Member.		
<b>Consent Agenda:</b>		
a) Approval of the Minutes, Regular Meeting July 18, 2019	1 - 3	Motion to Approve
b) Approval of June, July, August, September and October 2019 Voucher Listings	Enclosure & 4 - 8	Motion to Approve
c) 2019 Budget to Actual Report (January thru September)	9 - 16	Motion to Approve
d) Annual Internal Fiscal System Review	17 - 23	Information
<b>4. Regular Agenda</b>		
a) Reclassifications and Market Rate Salary Adjustments	24 - 26	Motion to Approve
b) 2020 Budget, Resolution #19 – 03 (Previously Mailed)	27	Motion to Approve
c) 2020-2023 NWRC Strategic Plan	Enclosure & 28	Motion to Approve
d) 2020-2023 NWRC Strategic Plan Area Plan Version		
Online & Handout	29	Motion to Approve
e) Proposed 2020 Meeting Schedule	30	Motion to Approve
f) Signatory Authority for NWRC Documents	Handout	Motion to Approve
g) Recovery Care Coordination and Mental Health	Verbal	Information
h) Legislative and Agency Updates	Verbal	Information
<b>4. Other Issues</b>		
• Executive Session – Executive Director Performance/Contract		Action as Needed
• County Information Sharing	Verbal	Information
<b>6. Announcements</b>		
<b>7. Adjournment</b>		

**Proposed Future NWRC Meetings**

April 23, July 23 and December 10, 2020 Skagit County Commissioners Office, Mt. Vernon, WA

For more complete information, please contact the NWRC office at (360) 676-6749 or 1-800-585-6749, 600 Lakeway Drive, Bellingham, WA 98225. Anyone needing special accommodations to participate in the meeting should contact the Northwest Regional Council by 5:00 P.M. 48 hours in advance of the scheduled meeting.

**MINUTES OF THE  
NORTHWEST REGIONAL COUNCIL**

**July 18, 2019**

**Skagit County Commissioners Hearing Room, Mount Vernon**

**COUNCIL:** Island County Commissioner, Helen Price Johnson; San Juan County Councilmembers, Jamie Stephens and Rick Hughes; Skagit County Commissioners, Lisa Janicki and Ron Wesen; Whatcom County Councilmember, Carol Frazey

**STAFF:** Aly Horry, Cindy Madigan, Dan Murphy, Ryan Blackwell, Kristine Glasgow, Pat Elwell

**PUBLIC:** Barbara Pesola, NWSSB Chair

**The meeting was called to order at 1PM.**

**Public Comment:** There was no public comment.

**Consent Agenda: Motion was made by Island County Commissioner Helen Price-Johnson and seconded by San Juan County Councilmember, Rick Hughes to approve the Consent Agenda (items 3a through 3e) as presented: Minutes of the April 18, 2019 Regular Meeting and April 26, 2019 Public Meeting; March 2019 Voucher Listings Nos. 63837 through 64077 in the amount of \$1,410,937.32; April 2019 Voucher Listings Nos. 64078 through 64336 in the amount of \$1,455,832.97; May 2019 Voucher Listings Nos. 64337 through 64570 in the amount of \$1,450,256,02; the January to May 2019 Budget to Actual Report; Routine Contracts and Amendments; and, Cancellation of Warrants, Resolution #19-01. The Motion carried unanimously.**

Clarification and discussion followed around item 3.f. Fund Balance Transfers.

**Motion was made by Island County Commissioner Helen Price Johnson and seconded by Whatcom County Councilmember Carol Frazey that the Northwest Regional Council hereby approves the movement of \$90,209 from the Unassigned Fund Balance into the Contingency Reserve Fund. The Motion carried 6 - 0.**

**Regular Agenda**

- a) 2019 Supplemental Budget, Resolution #19-02 – Executive Director Dan Murphy reviewed the highlights of the supplemental budget: adjustments to revenue, expenditures and staff positions. Discussion followed.

**Motion was made by San Juan County Councilmember Rick Hughes, and seconded by Skagit County Commissioner Lisa Janicki to approve the**

**Northwest Regional Council Supplemental Budget #1 for 2019 as presented, Resolution 19-02. The Motion carried 6 – 0.**

The agenda order was amended to next address item c) County Contribution Request for 2020.

- c) County Contribution Request for 2020 – The County Contribution Request for 2020 was presented. A lengthy discussion followed.

**Motion was made by Whatcom County Councilmember Carol Frazey and seconded by Skagit County Commissioner Ron Wesen that the Northwest Regional Council approves the submittal of request for the presented amounts for fees and contributions to member counties for 2020. The Motion passed 6 – 0.**

- b) 2020-2023 Strategic Plan Update and Tentative Discretionary Funding Allocations for 2020 – Handouts of the presentation were distributed. The purpose of and activities to-date in developing the 2020-2023 Strategic Plan Update were reviewed. The five issue areas are:

- a. **Building a Long-Term Services and Supports System to Meet Complex Needs**
- b. **Providing Information and Access**
- c. **Supporting Family Caregivers and People Affected by Dementia**
- d. **Transportation**
- e. **Working Effectively with Tribes**

2020 Discretionary Funding is flat. The Older Americans Act needs a 25% increase in order to maintain 2010 services. A lengthy discussion followed.

- c) Legislative and Agency Updates – Executive Director Dan Murphy provided an update on legislative activity and NWRC program updates. Handouts of slide presentation were distributed. Discussion followed.
- d) Nomination of Officers – It was noted that, per the By-laws, nomination of officers should have occurred at the April 18<sup>th</sup> meeting.

**Motion was made by Island County Commissioner Helen Price-Johnson and seconded by San Juan County Councilmember Rick Hughes to suspend By-laws in order to take action on election of officers. The Motion carried 6 – 0.**

**Motion was made by San Juan County Councilmember Rick Hughes and seconded by Skagit County Commissioner Lisa Janicki to approve the following slate of officers:**

**Chair:** Jamie Stephens, San Juan County Councilmember  
**Vice-Chair:** Helen Price Johnson, Island County Commissioner  
**Executive Committee:** Carol Frazey, Whatcom County Councilmember  
Lisa Janicki, Skagit County Commissioner

**The Motion carried 6 – 0.**

### **Other Issues**

County Information Sharing – Board members shared highlights of activities of import occurring within their community.

### **Announcements**

There were no announcements.

### **Adjournment**

There being no further business, the meeting adjourned at 2:45

Prepared and submitted by:

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Patricia F. Elwell, HR/Office Manager

# NORTHWEST REGIONAL COUNCIL

## VOUCHER APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve Vouchers/Electronic/Checks Payments No. 64571 through 64826 for payment in the amount of \$1,534,753.39 this 5th day of December, 2019.

June 2019

Month of Expenditures

\_\_\_\_\_  
Dan Murphy  
Executive Director

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Jamie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Ron Wesen  
Skagit County Commissioner

\_\_\_\_\_  
Jack Louws  
Whatcom County Executive

\_\_\_\_\_  
Carol Frazey  
Whatcom County Council Member

# NORTHWEST REGIONAL COUNCIL

## VOUCHER APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve Vouchers/Electronic/Checks Payments No. 64827 through 65056 for payment in the amount of \$1,537,432.22 this 5th day of December, 2019.

July 2019

\_\_\_\_\_  
Month of Expenditures

\_\_\_\_\_  
Dan Murphy  
Executive Director

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Jamie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Ron Wesen  
Skagit County Commissioner

\_\_\_\_\_  
Jack Louws  
Whatcom County Executive

\_\_\_\_\_  
Carol Frazey  
Whatcom County Council Member

# NORTHWEST REGIONAL COUNCIL

## VOUCHER APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve Vouchers/Electronic/Checks Payments No. 65057 through 65256 for payment in the amount of \$1,539,285.42 this 5th day of December, 2019.

August 2019

\_\_\_\_\_  
Month of Expenditures

\_\_\_\_\_  
Dan Murphy  
Executive Director

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Jamie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Ron Wesen  
Skagit County Commissioner

\_\_\_\_\_  
Jack Louws  
Whatcom County Executive

\_\_\_\_\_  
Carol Frazey  
Whatcom County Council Member

# NORTHWEST REGIONAL COUNCIL

## VOUCHER APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve Vouchers/Electronic/Checks Payments No. 65257 through 65499 for payment in the amount of \$1,501,596.82 this 5th day of December, 2019.

September 2019

Month of Expenditures

\_\_\_\_\_  
Dan Murphy  
Executive Director

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Jamie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Ron Wesen  
Skagit County Commissioner

\_\_\_\_\_  
Jack Louws  
Whatcom County Executive

\_\_\_\_\_  
Carol Frazey  
Whatcom County Council Member



# NORTHWEST REGIONAL COUNCIL

## VOUCHER APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve Vouchers/Electronic/Checks Payments No. 65500 through 65776 for payment in the amount of \$1,595,568.86 this 5th day of December, 2019.

October 2019

Month of Expenditures

\_\_\_\_\_  
Dan Murphy  
Executive Director

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Jamie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Ron Wesen  
Skagit County Commissioner

\_\_\_\_\_  
Jack Louws  
Whatcom County Executive

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Carol Frazey  
Whatcom County Council Member

TO: Northwest Regional Council  
FROM: Dan Murphy, Executive Director  
DATE: November 26, 2019  
SUBJECT: January through September, 2019 Budget to Actual Report

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We are pleased to present you with the Budget to Actual Reports for the period January through September 2019. Through 75% of the year, we earned 75% of projected revenues and expenditures are at 73% of projections.

Please let me know if you have questions.

**Proposed Motion: The Northwest Regional Council approves the January through September, 2019 Budget to Actual Report.**

NORTHWEST REGIONAL COUNCIL		TOTAL		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid	3,931,989	3,043,419	77%
2	DSHS - ALTSA - All Other	5,008,481	3,551,094	71%
3	Health Care Authority	6,966,155	5,309,688	76%
4	Local Funds	130,628	122,188	94%
5	Other Contracted	2,485,119	1,981,606	80%
<b>Subtotal Current Year Funding</b>		<b>18,522,372</b>	<b>14,007,995</b>	<b>76%</b>
6	Fund Balance Reserves	255,657	145,176	57%
<b>Subtotal Funding (including reserves)</b>		<b>18,778,029</b>	<b>14,153,171</b>	<b>75%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	6,147,515	4,496,071	73%
8	Taxes & Benefits	2,929,591	2,070,232	71%
<b>Total Personnel</b>		<b>9,077,106</b>	<b>6,566,303</b>	<b>72%</b>
9	Office/Operating Supplies	80,943	44,796	55%
10	Small Tools/Capital Equipment	60,435	43,497	72%
11	Professional Services	404,796	278,012	69%
12	Communication	166,771	93,527	56%
13	Travel	237,136	137,658	58%
14	Occupancy / Insurance	538,777	385,255	72%
15	Tenant Improvements, Furniture, Move	220,000	145,176	66%
16	Miscellaneous	169,637	92,863	55%
<b>Total Operating Expenditures</b>		<b>1,878,495</b>	<b>1,220,784</b>	<b>65%</b>
<b>Total Direct Service and Administration</b>		<b>10,955,601</b>	<b>7,787,087</b>	<b>71%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County	639,874	488,725	76%
19	San Juan County Senior Services	192,395	125,413	65%
20	<b>Legal Services</b>	54,072	41,008	76%
21	<b>Nutrition</b>			
22	ISR/Island County	256,470	185,660	72%
23	Skagit County	349,392	338,155	97%
24	Whatcom/San Juan Counties	604,976	437,372	72%
25	<b>Disaster Relief</b>	1	-	0%
26	<b>Volunteer Services</b>			
27	ISR/Island County	36,246	36,246	100%
28	SCCAA/Skagit County	35,484	27,277	77%
29	Opportunity Council	41,951	33,881	81%
30	<b>Long Term Care Ombudsman Program</b>	3,959	1,979	50%
31	<b>Medicaid Transportation Brokerage</b>	3,140,000	2,339,056	74%
32	<b>Family Caregiver Support Project &amp; Respite Services</b>	462,440	309,476	67%
33	<b>Dementia Partnerships Project</b>	64,385	35,637	55%
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>	112,603	69,909	62%
35	<b>Caregiver Training/Agency Workers Health Insurance</b>	299,800	197,384	66%
36	<b>Chronic Disease Self Management Program</b>	28,000	6,000	21%
37	<b>Health Homes</b>	1,256,430	997,298	79%
<b>Total Subcontractor Expenditures</b>		<b>7,578,478</b>	<b>5,670,476</b>	<b>75%</b>
38	<b>Total Expenditures</b>	<b>18,534,079</b>	<b>13,457,563</b>	<b>73%</b>
39	<b>Difference Between Revenue and Expenditures</b>	<b>243,950</b>	<b>695,608</b>	

NORTHWEST REGIONAL COUNCIL		Community Programs		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid	142,000	69,585	49%
2	DSHS - ALTSA - All Other	2,462,671	1,781,776	72%
3	Health Care Authority			
4	Local Funds			
5	Other Contracted	80,906	63,538	79%
<b>Subtotal Current Year Funding</b>		<b>2,685,577</b>	<b>1,914,899</b>	<b>71%</b>
6	Fund Balance Reserves	-	-	
<b>Subtotal Funding (including reserves)</b>		<b>2,685,577</b>	<b>1,914,899</b>	<b>71%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	950,248	664,274	70%
8	Taxes & Benefits	463,866	309,235	67%
<b>Total Personnel</b>		<b>1,414,114</b>	<b>973,509</b>	<b>69%</b>
9	Office/Operating Supplies	7,125	5,051	71%
10	Small Tools/Capital Equipment	24,997	17,824	71%
11	Professional Services	4,693	1,335	28%
12	Communication	63,092	30,707	49%
13	Travel	33,482	16,153	48%
14	Occupancy / Insurance	117,462	69,307	59%
15	Tenant Improvements, Furniture, Move	-	-	
16	Miscellaneous	32,300	20,985	65%
<b>Total Operating Expenditures</b>		<b>283,151</b>	<b>161,362</b>	<b>57%</b>
<b>Total Direct Service and Administration</b>		<b>1,697,265</b>	<b>1,134,871</b>	<b>67%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County	269,092	238,335	89%
19	San Juan County Senior Services	192,395	125,413	65%
20	<b>Legal Services</b>			
21	<b>Nutrition</b>			
22	ISR/Island County			
23	Skagit County			
24	Whatcom/San Juan Counties			
25	<b>Disaster Relief</b>			
26	<b>Volunteer Services</b>			
27	ISR/Island County			
28	SCCAA/Skagit County			
29	Opportunity Council			
30	<b>Long Term Care Ombudsman Program</b>			
31	<b>Medicaid Transportation Brokerage</b>			
32	<b>Family Caregiver Support Project &amp; Respite Services</b>	462,440	309,476	67%
33	<b>Dementia Partnerships Project</b>	64,385	35,637	55%
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>			
35	<b>Caregiver Training/Agency Workers Health Insurance</b>			
36	<b>Chronic Disease Self Management Program</b>			
37	<b>Health Homes</b>			
<b>Total Subcontractor Expenditures</b>		<b>988,312</b>	<b>708,861</b>	<b>72%</b>
38	<b>Total Expenditures</b>	<b>2,685,577</b>	<b>1,843,732</b>	<b>69%</b>
39	<b>Difference Between Revenue and Expenditures</b>	-	71,167	

NORTHWEST REGIONAL COUNCIL		Care Management		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid	3,411,882	2,689,173	79%
2	DSHS - ALTSA - All Other	162,492	44,564	27%
3	Health Care Authority	1,552,185	1,258,916	81%
4	Local Funds			
5	Other Contracted	534,375	454,891	85%
<b>Subtotal Current Year Funding</b>		<b>5,660,934</b>	<b>4,447,544</b>	<b>79%</b>
6	Fund Balance Reserves	-	-	
<b>Subtotal Funding (including reserves)</b>		<b>5,660,934</b>	<b>4,447,544</b>	<b>79%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	3,005,777	2,178,111	72%
8	Taxes & Benefits	1,455,862	989,388	68%
<b>Total Personnel</b>		<b>4,461,639</b>	<b>3,167,499</b>	<b>71%</b>
9	Office/Operating Supplies	25,485	22,043	86%
10	Small Tools/Capital Equipment	25,543	18,638	73%
11	Professional Services	169,568	113,494	67%
12	Communication	73,009	43,563	60%
13	Travel	144,726	90,618	63%
14	Occupancy / Insurance	308,683	220,157	71%
15	Tenant Improvements, Furniture, Move	-	-	
16	Miscellaneous	57,286	31,053	54%
<b>Total Operating Expenditures</b>		<b>804,300</b>	<b>539,566</b>	<b>67%</b>
<b>Total Direct Service and Administration</b>		<b>5,265,939</b>	<b>3,707,065</b>	<b>70%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County	370,782	250,390	68%
19	San Juan County Senior Services			
20	<b>Legal Services</b>			
21	<b>Nutrition</b>			
22	ISR/Island County			
23	Skagit County			
24	Whatcom/San Juan Counties			
25	<b>Disaster Relief</b>			
26	<b>Volunteer Services</b>			
27	ISR/Island County			
28	SCCAA/Skagit County			
29	Opportunity Council			
30	<b>Long Term Care Ombudsman Program</b>			
31	<b>Medicaid Transportation Brokerage</b>			
32	<b>Family Caregiver Support Project &amp; Respite Services</b>			
33	<b>Dementia Partnerships Project</b>			
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>			
35	<b>Caregiver Training/Agency Workers Health Insurance</b>			
36	<b>Chronic Disease Self Management Program</b>			
37	<b>Health Homes</b>			
<b>Total Subcontractor Expenditures</b>		<b>370,782</b>	<b>250,390</b>	<b>68%</b>
38	<b>Total Expenditures</b>	<b>5,636,721</b>	<b>3,957,455</b>	<b>70%</b>
39	<b>Difference Between Revenue and Expenditures</b>	<b>24,213</b>	<b>490,089</b>	

NORTHWEST REGIONAL COUNCIL		Planning & Contracting		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid	378,107	284,661	75%
2	DSHS - ALTSA - All Other	2,383,318	1,724,754	72%
3	Health Care Authority	1,361,970	1,024,451	75%
4	Local Funds			
5	Other Contracted	60,000	60,000	100%
<b>Subtotal Current Year Funding</b>		<b>4,183,395</b>	<b>3,093,866</b>	<b>74%</b>
6	Fund Balance Reserves	-	-	
<b>Subtotal Funding (including reserves)</b>		<b>4,183,395</b>	<b>3,093,866</b>	<b>74%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	558,371	426,054	76%
8	Taxes & Benefits	236,860	194,754	82%
<b>Total Personnel</b>		<b>795,231</b>	<b>620,808</b>	<b>78%</b>
9	Office/Operating Supplies	9,448	6,352	67%
10	Small Tools/Capital Equipment	3,862	3,361	87%
11	Professional Services	28,215	13,181	47%
12	Communication	8,131	6,866	84%
13	Travel	27,892	19,810	71%
14	Occupancy / Insurance	47,446	41,641	88%
15	Tenant Improvements, Furniture, Move	-	-	
16	Miscellaneous	40,812	9,506	23%
<b>Total Operating Expenditures</b>		<b>165,806</b>	<b>100,717</b>	<b>61%</b>
<b>Total Direct Service and Administration</b>		<b>961,037</b>	<b>721,525</b>	<b>75%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County			
19	San Juan County Senior Services			
20	<b>Legal Services</b>	54,072	41,008	76%
21	<b>Nutrition</b>			
22	ISR/Island County	256,470	185,660	72%
23	Skagit County	349,392	338,155	97%
24	Whatcom/San Juan Counties	604,976	437,372	72%
25	<b>Disaster Relief</b>	1		0%
26	<b>Volunteer Services</b>			
27	ISR/Island County	36,246	36,246	100%
28	SCCAA/Skagit County	35,484	27,277	77%
29	Opportunity Council	41,951	33,881	81%
30	<b>Long Term Care Ombudsman Program</b>	3,959	1,979	50%
31	<b>Medicaid Transportation Brokerage</b>			
32	<b>Family Caregiver Support Project &amp; Respite Services</b>			
33	<b>Dementia Partnerships Project</b>			
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>	112,603	69,909	62%
35	<b>Caregiver Training/Agency Workers Health Insurance</b>	299,800	197,384	66%
36	<b>Chronic Disease Self Management Program</b>	28,000	6,000	21%
37	<b>Health Homes</b>	1,256,430	997,298	79%
<b>Total Subcontractor Expenditures</b>		<b>3,079,384</b>	<b>2,372,169</b>	<b>77%</b>
38	<b>Total Expenditures</b>	<b>4,040,421</b>	<b>3,093,694</b>	<b>77%</b>
39	<b>Difference Between Revenue and Expenditures</b>	142,974	172	

NORTHWEST REGIONAL COUNCIL		Non Emergency Transportation Brokerage		
BUDGET TO ACTUAL REPORT			% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Health Care Authority	4,052,000	3,026,321	75%
4	Local Funds	76,965	43,899	57%
5	Other Contracted	-		
<b>Subtotal Current Year Funding</b>		<b>4,128,965</b>	<b>3,070,220</b>	<b>74%</b>
6	Fund Balance Reserves	28,777	-	
<b>Subtotal Funding (including reserves)</b>		<b>4,157,742</b>	<b>3,070,220</b>	<b>74%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	602,122	446,108	74%
8	Taxes & Benefits	288,712	192,901	67%
<b>Total Personnel</b>		<b>890,834</b>	<b>639,009</b>	<b>72%</b>
9	Office/Operating Supplies	10,540	5,859	56%
10	Small Tools/Capital Equipment	3,760	2,511	67%
11	Professional Services	40,450	30,186	75%
12	Communication	13,184	8,322	63%
13	Travel	3,082	3,033	98%
14	Occupancy / Insurance	46,835	37,054	79%
15	Tenant Improvements, Furniture, Move	-	-	
16	Miscellaneous	9,057	5,190	57%
<b>Total Operating Expenditures</b>		<b>126,908</b>	<b>92,155</b>	<b>73%</b>
<b>Total Direct Service and Administration</b>		<b>1,017,742</b>	<b>731,164</b>	<b>72%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County			
19	San Juan County Senior Services			
20	<b>Legal Services</b>			
21	<b>Nutrition</b>			
22	ISR/Island County			
23	Skagit County			
24	Whatcom/San Juan Counties			
25	<b>Disaster Relief</b>			
26	<b>Volunteer Services</b>			
27	ISR/Island County			
28	SCCAA/Skagit County			
29	Opportunity Council			
30	<b>Long Term Care Ombudsman Program</b>			
31	<b>Medicaid Transportation Brokerage</b>	3,140,000	2,339,056	74%
32	<b>Family Caregiver Support Project &amp; Respite Services</b>			
33	<b>Dementia Partnerships Project</b>			
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>			
35	<b>Caregiver Training/Agency Workers Health Insurance</b>			
36	<b>Chronic Disease Self Management Program</b>			
37	<b>Health Homes</b>			
<b>Total Subcontractor Expenditures</b>		<b>3,140,000</b>	<b>2,339,056</b>	<b>74%</b>
38	<b>Total Expenditures</b>	<b>4,157,742</b>	<b>3,070,220</b>	<b>74%</b>
39	<b>Difference Between Revenue and Expenditures</b>	-	-	

NORTHWEST REGIONAL COUNCIL		Jail Health Program		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Health Care Authority			
4	Local Funds			
5	Other Contracted	1,373,788	1,096,605	80%
<b>Subtotal Current Year Funding</b>		<b>1,373,788</b>	<b>1,096,605</b>	<b>80%</b>
6	Fund Balance Reserves	6,880	-	
<b>Subtotal Funding (including reserves)</b>		<b>1,380,668</b>	<b>1,096,605</b>	<b>79%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	901,786	702,094	78%
8	Taxes & Benefits	423,743	346,705	82%
<b>Total Personnel</b>		<b>1,325,529</b>	<b>1,048,799</b>	<b>79%</b>
9	Office/Operating Supplies	3,800	2,419	64%
10	Small Tools/Capital Equipment	800	581	73%
11	Professional Services	19,600	18,608	95%
12	Communication	4,770	2,132	45%
13	Travel	8,710	4,870	56%
14	Occupancy / Insurance	11,296	10,162	90%
15	Tenant Improvements, Furniture, Move	-	-	
16	Miscellaneous	6,163	2,176	35%
<b>Total Operating Expenditures</b>		<b>55,139</b>	<b>40,948</b>	<b>74%</b>
<b>Total Direct Service and Administration</b>		<b>1,380,668</b>	<b>1,089,747</b>	<b>79%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County			
19	San Juan County Senior Services			
20	<b>Legal Services</b>			
21	<b>Nutrition</b>			
22	ISR/Island County			
23	Skagit County			
24	Whatcom/San Juan Counties			
25	<b>Disaster Relief</b>			
26	<b>Volunteer Services</b>			
27	ISR/Island County			
28	SCCAA/Skagit County			
29	Opportunity Council			
30	<b>Long Term Care Ombudsman Program</b>			
31	<b>Medicaid Transportation Brokerage</b>			
32	<b>Family Caregiver Support Project &amp; Respite Services</b>			
33	<b>Dementia Partnerships Project</b>			
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>			
35	<b>Caregiver Training/Agency Workers Health Insurance</b>			
36	<b>Chronic Disease Self Management Program</b>			
37	<b>Health Homes</b>			
<b>Total Subcontractor Expenditures</b>		<b>-</b>	<b>-</b>	
38	<b>Total Expenditures</b>	<b>1,380,668</b>	<b>1,089,747</b>	<b>79%</b>
39	<b>Difference Between Revenue and Expenditures</b>	<b>-</b>	<b>6,858</b>	



NORTHWEST REGIONAL COUNCIL		Other NWRC Activities		
BUDGET TO ACTUAL REPORT		Budget	% of Year	75%
JANUARY - SEPTEMBER 2019		Budget	Actual	% of Budget
<b>Funding</b>				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Health Care Authority			
4	Local Funds	53,663	78,289	146%
5	Other Contracted	436,050	306,572	70%
<b>Subtotal Current Year Funding</b>		<b>489,713</b>	<b>384,861</b>	<b>79%</b>
6	Fund Balance Reserves	220,000	145,176	66%
<b>Subtotal Funding (including reserves)</b>		<b>709,713</b>	<b>530,037</b>	<b>75%</b>
<b>Operating Expenditures</b>				
7	Salaries & Wages	129,211	79,430	61%
8	Taxes & Benefits	60,548	37,249	62%
<b>Total Personnel</b>		<b>189,759</b>	<b>116,679</b>	<b>61%</b>
9	Office/Operating Supplies	24,545	3,072	13%
10	Small Tools/Capital Equipment	1,473	582	40%
11	Professional Services	142,270	101,208	71%
12	Communication	4,585	1,937	42%
13	Travel	19,244	3,174	16%
14	Occupancy / Insurance	7,055	6,934	98%
15	Tenant Improvements, Furniture, Move	220,000	145,176	66%
16	Miscellaneous	24,019	23,953	100%
<b>Total Operating Expenditures</b>		<b>443,191</b>	<b>286,036</b>	<b>65%</b>
<b>Total Direct Service and Administration</b>		<b>632,950</b>	<b>402,715</b>	<b>64%</b>
<b>Subcontractor Expenditures</b>				
17	<b>I&amp;A/Case Management/FCSP</b>			
18	ISR/Island County			
19	San Juan County Senior Services			
20	<b>Legal Services</b>			
21	<b>Nutrition</b>			
22	ISR/Island County			
23	Skagit County			
24	Whatcom/San Juan Counties			
25	<b>Disaster Relief</b>			
26	<b>Volunteer Services</b>			
27	ISR/Island County			
28	SCCAA/Skagit County			
29	Opportunity Council			
30	<b>Long Term Care Ombudsman Program</b>			
31	<b>Medicaid Transportation Brokerage</b>			
32	<b>Family Caregiver Support Project &amp; Respite Services</b>			
33	<b>Dementia Partnerships Project</b>			
34	<b>Kinship Caregivers Support Program/Kinship Navigator</b>			
35	<b>Caregiver Training/Agency Workers Health Insurance</b>			
36	<b>Chronic Disease Self Management Program</b>			
37	<b>Health Homes</b>			
<b>Total Subcontractor Expenditures</b>		-	-	
38	<b>Total Expenditures</b>	<b>632,950</b>	<b>402,715</b>	<b>64%</b>
39	<b>Difference Between Revenue and Expenditures</b>	<b>76,763</b>	<b>127,322</b>	

TO: Northwest Regional Council  
FROM: Dan Murphy, Executive Director  
DATE: November 26, 2019  
SUBJECT: Annual Internal Fiscal System Review

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As you are aware, NWRC has a long history of strong financial management. As part of our emphasis on quality we continually assesses our systems and update policies and procedures as necessary.

Each year we review our financial systems against guidance from the Washington State Auditor's Office. .

As you can see from the attached documents, NWRC fares well against the SAO internal control checklist for local governments.

Please let me know if you have questions.



# Washington State Auditor's Office

## Internal control checklist for local governments

This self-assessment checklist has been compiled to assist city/county managers, clerks, treasurers, and auditors to assess their own internal control environment for accounting and financial reporting and to provide guidance in placing controls where weaknesses are perceived. Your entity's system of internal controls includes all of the policies and procedures needed to provide reasonable assurance that your financial information is reliable, that operations within your office are effective and secure, and that you are complying with applicable laws and regulations.

Answer each of the questions by circling "Y" (Yes) or "N" (No) in response to each question.

After completing the questionnaire, scan down your answers in the "Response" column, noting whether they are aligned to the left or right side of the column. The questions that you have been able to answer on the left side indicate the internal control is in place. Your answers on the right side indicate an internal control weakness. This checklist should give you a good indicator of the number and type of internal controls that might need attention in your operation. Please give your auditor or the Washington State Auditor's Office (360) 902-0370 a call if you need assistance.

General	Response	Comments
1. Is management aware that internal control is their responsibility?	<input checked="" type="radio"/> Y <input type="radio"/> N	
2. Does management show commitment to establishing and maintaining controls?	<input checked="" type="radio"/> Y <input type="radio"/> N	
3. Does your entity have an organizational chart defining the activities and persons responsible for them?	<input checked="" type="radio"/> Y <input type="radio"/> N	
4. Are the duties of officials and employees clearly defined and assisted?	<input checked="" type="radio"/> Y <input type="radio"/> N	
5. Does management consistently exhibit high ethical and professional standards in its conduct, setting the standard for the entire organization?	<input checked="" type="radio"/> Y <input type="radio"/> N	
6. Are personnel involved in accounting functions required to take an annual vacation?	<input checked="" type="radio"/> Y <input type="radio"/> N	
7. Are accounting functions performed by other personnel during the vacation of primary accounting personnel?	<input checked="" type="radio"/> Y <input type="radio"/> N	
8. Is other staff trained in the accounting functions to provide backup in the case of vacation or other absence of the primary bookkeeping employee(s)?	<input checked="" type="radio"/> Y <input type="radio"/> N	
9. Is responsibility for accounting duties ever rotated among staff?	<input checked="" type="radio"/> Y <input type="radio"/> N	

General		Response	Comments
10.	Is a current, accurate and accessible policy and procedures manual in place, including an official code of conduct/ethics or an official set of policies governing employee conduct/ethics?	<input checked="" type="radio"/> Y <input type="radio"/> N	
11.	Are the policies governing employee conduct communicated in an effective way to staff and reviewed with them periodically?	<input checked="" type="radio"/> Y <input type="radio"/> N	
12.	Is confidential or sensitive material (e.g. payroll records and taxes) maintained separately from non-confidential records?	<input checked="" type="radio"/> Y <input type="radio"/> N	
13.	Is insurance coverage reviewed periodically by qualified individuals to determine adequacy.	<input checked="" type="radio"/> Y <input type="radio"/> N	
14.	Does the comprehensive liability policy include liability coverage for all officials and employees?	<input checked="" type="radio"/> Y <input type="radio"/> N	
15.	Is a budget system (including monthly or quarterly budget reports) used by management for watching income and expenses?	<input checked="" type="radio"/> Y <input type="radio"/> N	
16.	Are cash projections made and periodically compared by management to the operational accounting information?	<input checked="" type="radio"/> Y <input type="radio"/> N	
17.	Do surety and/or performance bonds cover all employees/officials who handle the city's/county's funds?	<input checked="" type="radio"/> Y <input type="radio"/> N	
18.	Are surety bonds of a sufficient amount, as prescribed and approved by the Council or Commission?	<input checked="" type="radio"/> Y <input type="radio"/> N	
19.	Are authorizations for all bank accounts and check signers updated annually?	<input checked="" type="radio"/> Y <input type="radio"/> N	updated throughout the year as changes occur

Financial Records		Response	Comments
20.	Do you have different staff responsible for a) authorizing a transaction, b) recording the transaction in the accounting records, and c) maintaining custody of the assets resulting from the transaction?	<input checked="" type="radio"/> Y <input type="radio"/> N	
21.	Is an accounting system in use that allows management to record financial transactions, view the data by category, and create timely reports to maintain accountability for the government's assets?	<input checked="" type="radio"/> Y <input type="radio"/> N	
22.	Are detailed cash receipts journals maintained?	<input checked="" type="radio"/> Y <input type="radio"/> N	
23.	Are detailed cash disbursement journals maintained?	<input checked="" type="radio"/> Y <input type="radio"/> N	

Financial Records	Response	Comments
24. Are Council records (if separate records other than orders are kept) reconciled with the clerk/ treasurer's records monthly?	<input type="checkbox"/> Y <input type="checkbox"/> N	
25. Are the general ledger and its subsidiary ledgers kept up to date and reconciled monthly?	<input type="checkbox"/> Y <input type="checkbox"/> N	
26. Is a chart of accounts used?	<input type="checkbox"/> Y <input type="checkbox"/> N	
27. Are records properly guarded from fire, theft and manipulation?	<input type="checkbox"/> Y <input type="checkbox"/> N	locked file cabinets, not fire proof
28. Is computerized data backed up daily and source documents retained until backup?	<input type="checkbox"/> Y <input type="checkbox"/> N	
29. Is a copy of electronic data properly stored off-site?	<input type="checkbox"/> Y <input type="checkbox"/> N	
30. Are all financial recording documents (receipts, purchase orders sequentially prenumbered, retained, and accounted for, including spoiled or voided forms?	<input type="checkbox"/> Y <input type="checkbox"/> N	
31. Are automatic duplicates of certain forms (receipts & purchase orders) provided to individuals (e.g. vendors, taxpayers, etc.)?	<input type="checkbox"/> Y <input type="checkbox"/> N	
32. Is the person who does the bank reconciliation different from the person authorized sign to checks and make deposits?	<input type="checkbox"/> Y <input type="checkbox"/> N	
33. Is the bank reconciliation procedure documented?	<input type="checkbox"/> Y <input type="checkbox"/> N	
34. Are bank statements reconciled monthly, preferably within 15 days after the statement date?	<input type="checkbox"/> Y <input type="checkbox"/> N	
35. Does a responsible official, other than the preparer, review completed bank reconciliations?	<input type="checkbox"/> Y <input type="checkbox"/> N	
36. Is the completed bank reconciliation initialed and dated by both the preparer and the reviewer?	<input type="checkbox"/> Y <input type="checkbox"/> N	
37. Are the following monthly procedures currently performed:	<input type="checkbox"/> Y <input type="checkbox"/> N	
• Reconcile cash accounts?	<input type="checkbox"/> Y <input type="checkbox"/> N	
• Reconcile accounts receivable to the detail invoices?	<input type="checkbox"/> Y <input type="checkbox"/> N	
• Reconcile payroll withholdings to the payroll reports?	<input type="checkbox"/> Y <input type="checkbox"/> N	
• Reconcile accounts payable subsidiary ledger to actual invoices?	<input type="checkbox"/> Y <input type="checkbox"/> N	
• Reconcile property tax receipts to the property tax receivables?	Y <input type="checkbox"/> N	Property tax not applicable to NWRC

Cash Receipts		Response	Comments
38.	Is receipt of currency (which include checks) adequately controlled until deposited or remitted to the treasurer (within 24 hours as required by state law)?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	Whatcom County Treasurer approved extension on file
39.	Is a copy kept of the treasurer's signed and dated endorsement of the tax collector's receipts, payments and any abatements?	<input type="checkbox"/> Y <input type="checkbox"/> N	not applicable to NWRC
40.	Have safeguards been provided to prevent officials or employees from cashing checks payable to the city/county?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
41.	Are monies received by one employee, documented and then deposited by another employee?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
42.	Are all monies received by the city/county turned over intact daily to the person who makes the bank deposit?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
43.	Does the clerk/treasurer keep separate accounts of all money received as highway or school taxes?	<input type="checkbox"/> Y <input type="checkbox"/> N	not applicable to NWRC
44.	Is the person who handles cash (receipts, bank deposits, purchases) different from the person who keeps the cashbooks/accounting records?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
45.	Are funds received over the counter controlled by sequentially numbered counter receipts?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	

Purchasing		Response	Comments
46.	Is Council/Commission or Manager approval:	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	a. Required for all purchases?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	b. Signed by a majority of the board and dated?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
47.	Does the treasurer keep a book recording all pay orders (outstanding payables) that are not paid?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
48.	Are the functions of purchasing goods, receipt of goods, and cash payment for goods performed by separate employees?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
49.	Are:	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	Checks pre-numbered?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	Unused checks controlled?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	Check signature stamps secured and not provided for staff use?	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	not applicable, all checks signed manually
	Checks prepared and signed by separate employees?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	
	Checks are never written to "Cash"?	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	

Purchasing		Response	Comments
50.	Are materials and supplies inspected for condition and counted when received?	<input type="checkbox"/> Y <input type="checkbox"/> N	
51.	Does invoice processing include a mathematical check of footings, extensions and discounts?	<input type="checkbox"/> Y <input type="checkbox"/> N	
Cash Disbursements		Response	Comments
52.	Are all cash disbursements, except petty cash items, made by check?	<input type="checkbox"/> Y <input type="checkbox"/> N	
53.	Are checks signed and immediately sent out but not returned to the check preparer to distribute?	<input type="checkbox"/> Y <input type="checkbox"/> N	
54.	Are pre-numbered checks used?	<input type="checkbox"/> Y <input type="checkbox"/> N	
55.	If checks are produced manually, is a controlled, mechanical check protector used?	Y <input checked="" type="checkbox"/> N	All checks issued by NWRC are signed by an authorized employee
56.	Are checks produced on an automated financial system?	<input type="checkbox"/> Y <input type="checkbox"/> N	
57.	Is all investment activity by the clerk/treasurer approved by the Council/Commission and documented?	<input type="checkbox"/> Y <input type="checkbox"/> N	Council has appointed a Fiscal Officer who approves all investment activity
58.	Is petty cash handled through a fixed amount account with limited purchases that are reviewed by another individual?	<input type="checkbox"/> Y <input type="checkbox"/> N	
Property and Equipment		Response	Comments
59.	Are schedules of fixed assets and depreciation maintained?	<input type="checkbox"/> Y <input type="checkbox"/> N	
60.	Are periodic inventories taken and compared with the schedules of fixed assets?	<input type="checkbox"/> Y <input type="checkbox"/> N	
61.	Is all property and equipment purchased or leased with city/county funds held in the name of the city/county?	<input type="checkbox"/> Y <input type="checkbox"/> N	
62.	Are invoices maintained to support the purchase or lease of equipment?	<input type="checkbox"/> Y <input type="checkbox"/> N	
Notes and Investments		Response	Comments
63.	Are schedules maintained of all borrowing and investing activities?	<input type="checkbox"/> Y <input type="checkbox"/> N	

Grand List and Tax Records		Response		Comments
64.	Is a system used (ideally a tax map) to be certain that all taxable property is included in the grand list?	Y	N	not applicable - NWRC is not a taxing authority
65.	Are newly constructed or remodeled structures updated timely?	Y	N	not applicable to NWRC
66.	Does the delinquent tax collector turn all receipts over to the clerk/treasurer so that the collector's fees can be entered into the city's/county's books as wages?	Y	N	not applicable to NWRC
67.	Does the city/county have adequate follow-up policies with delinquent taxpayers?	Y	N	not applicable to NWRC
68.	Does the entity maintain adequate records to support discounts or credits?	Y	N	not applicable to NWRC
69.	Does someone other than the tax collector (delinquent or current) reconcile taxes?	Y	N	not applicable to NWRC

Enterprise Funds (Water, Sewer, etc.)		Response		Comments
70.	Do accounting practices for enterprise funds follow guidelines listed above for all other city/county funds?	Y	N	not applicable to NWRC
71.	Is the follow-up on delinquent accounts adequate?	Y	N	not applicable to NWRC

**References:**

Internal Control Guidebook 2010, National Association of State Comptrollers (as modified by the Washington State Auditor's Office. [http://www.sao.wa.gov/EN/ClientSupport/AccountabilityFraud/Documents/Prevention\\_IC\\_guidebook.pdf](http://www.sao.wa.gov/EN/ClientSupport/AccountabilityFraud/Documents/Prevention_IC_guidebook.pdf)

"Evaluating Internal Controls, A Local Government Manager's Guide", S. Gauthier, Government Finance Officers Association (GFOA), Chicago, IL., 2004.

Part 3, Chapter 9, Section 24 of the Washington State Auditor's Budget, Accounting and Reporting Systems Manual for Cities, Counties and Special Purpose Districts (GAAP): Accounting Principles and Internal Control [http://www.sao.wa.gov/EN/ClientSupport/FinancialReporting/LGS/BarsManuals/Documents/BarsManuals/GAAP\\_p3ch1s3.pdf](http://www.sao.wa.gov/EN/ClientSupport/FinancialReporting/LGS/BarsManuals/Documents/BarsManuals/GAAP_p3ch1s3.pdf)

Prepared by Cindy Madigan, Fiscal Manager 11/21/2019  
Reviewed by Dan Murphy, Executive Director 11/21/2019



November 26, 2019

TO: Northwest Regional Council

FROM: Dan Murphy, Executive Director

SUBJECT: Reclassifications and Market Based Salary Adjustment Recommendations

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NWRC compensation policies allow for reclassification of positions when responsibilities increase or the position is not placed at the appropriate level on the NWRC classification scale: I recommend reclassification of three positions:

1. Reclass of the Fiscal Manager to Fiscal Director. NWRC's budget has doubled over the last few years and that has significantly increased the complexity of managing our finances and the risks to NWRC if that is not done well. Our recent salary comparability survey revealed that other organizations place their chief financial officer in their top management tier and our current pay puts us 19% behind the median salary for such positions. This recommended change would increase the position's compensation by 10%.
2. Reclass of the Care Management Administrative Program Supervisor to Program Administrative Support Manager. Several years ago, we established an administrative support unit within our Care Management program in response to the increased reporting, tracking and other administrative functions that accompanies Medicaid-funded programs. As NWRC has added programming and tapped other funders, including broader use of Medicaid, the need for program administrative support has increasingly spread beyond Care Management. In response, I am proposing a reorganization that moves the administrative support unit directly under me. The head of that unit would be reclassified from a Supervisor to a Manager, consistent with the other positions that report directly to the Executive Director. This recommended change would increase the position's compensation by 11%.
3. Reclass of one Case Aide FTE to Program Operations Specialist. Case Aide positions are part of the organizational change referenced on item #2 above. They provide essential program support. Our overall growth in administrative complexity has been accompanied by a considerable increase in the required

technical skill, similar to what we encountered several years ago when we took on the Health Home program. Consequently, I recommend reclassification of one of our Case Aide positions to Program Operations Specialist so that we can retain and recruit staff with the requisite skills. This recommended change would increase the position's salary by 18.5%.

Another part of NWRC's compensation policy is to maintain market level salaries in order to recruit and retain qualified staff. I asked our Human Resources Consultant, Kara Turner, to conduct a salary comparability study. She looked at the five other comparable Aging organizations on the I-5 corridor, DSHS, Northsound BHO/ASO, and the Association of Washington Cities and Employment Security databases. Her analysis creates a median market salary estimate for NWRC positions.

I recommend the following market rate adjustments for the positions at NWRC that are the farthest below their comparability median, consistent with considerations of internal equity and salary scale compression:

1. Increasing the salary of all NWRC positions in Classification Level 6 by 7%. That affects 35.75 FTE, which is our largest classification group, including Case Managers and Care Coordinators, who currently are 9% below the market median.

It also affects one Information Technology Specialist position, which is 13% below market median.

2. Moving the Care Management and Community Program Supervisor positions and the Network Administrator position from Classification Level 3 to Classification Level 2. That increases their pay by 2.7%. There are seven Supervisor positions, which are 12% behind the market median and a single Network Administrator position that is 3% below market median. Salary compression with Classification Levels 1 and 2 prevents more progress toward comparability for the Supervisors.
3. Moving Planner positions from Classification Level 5 to Classification Level 4. That increases pay for two FTE by 8%. The positions are currently 14% below the market median. Salary compression with Classification Levels 3 and above prevents more progress toward comparability.

**Recommendation:**

Effective January 1, 2020, I recommend reclassification and market rate adjustments of the positions as outlined above. The cumulative cost is approximately of approximately \$193,000 and is included in the proposed 2020 budget. Please note that increases for the reclassified positions are based on the 2019 salary scale and those positions would receive the approved COLA for 2020. Similarly, the market comparability information was based on 2019 salary information from comparable agencies, so the positions that receive market-rate adjustments will also receive the approved COLA for 2020.

**NWRC Salary Schedule**  
**Effective January 2020** Corrected 12-4-19

		COLA: (3% between steps)									
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	Care Management Director	76,807	79,112	81,486	83,931	86,449	89,043	91,715	94,467	97,302	100,222
	Community Programs Director	3,200.29	3,296.33	3,395.25	3,497.13	3,602.04	3,710.13	3,821.46	3,936.13	4,054.25	4,175.92
	Operations Director										
	Fiscal Director										
2	Fiscal Manager	69,808	71,903	74,061	76,283	78,572	80,930	83,358	85,859	88,435	91,089
	Medicaid Transportation Services Mgr.	2,908.67	2,995.96	3,085.88	3,178.46	3,273.83	3,372.08	3,473.25	3,577.46	3,684.79	3,795.38
	Jail Health Nursing Supervisor <sup>1</sup>										
	Program Admin Support Manager HR/Office Manager										
3	RN Case Manager/Care Coordinator	64,715	66,657	68,657	70,717	72,839	75,025	77,276	79,595	81,983	84,443
	Jail Health RN <sup>2</sup>										
	Care Management Program Supervisor										
4	Community Programs Supervisor	31.12	32.05	33.01	34.00	35.02	36.07	37.16	38.27	39.42	40.60
	Network Administrator										
	Care Management Program Supervisor	62,984	64,874	66,821	68,826	70,891	73,018	75,209	77,466	79,790	82,184
	Community Programs Supervisor	2,624.33	2,703.08	2,784.21	2,867.75	2,953.79	3,042.42	3,133.71	3,227.75	3,324.58	3,424.33
5	Network Administrator	30.29	31.19	32.13	33.09	34.09	35.11	36.16	37.25	38.37	39.52
	Quality Assurance/Training Coordinator										
	Planner										
6	Contract Specialist	58,164	59,909	61,707	63,559	65,466	67,430	69,453	71,537	73,684	75,895
	Planner	2,423.50	2,486.21	2,571.13	2,648.29	2,727.75	2,809.58	2,893.88	2,980.71	3,070.17	3,162.29
	Behavioral Health Counselor	27.97	28.81	29.67	30.56	31.48	32.42	33.40	34.40	35.43	36.49
	Senior Accountant										
7	Care Manager/Care Coordinator	53,854	55,470	57,135	58,850	60,616	62,435	64,309	66,239	68,227	70,274
	Information Technology Specialist	25.90	26.67	27.47	28.30	29.15	30.02	30.92	31.85	32.81	33.79
	Case Manager/Care Coordinator	50,330	51,840	53,396	54,998	56,648	58,348	60,099	61,902	63,760	65,673
8	Information Technology Specialist	24.20	24.93	25.68	26.45	27.24	28.06	28.90	29.77	30.66	31.58
	Program Specialist	46,594	47,992	49,432	50,915	52,443	54,017	55,638	57,308	59,028	60,799
	Tribal Program Specialist	22.41	23.08	23.77	24.48	25.22	25.97	26.75	27.56	28.38	29.24
9	Program Operations Specialist										
	Staff Accountant										
	Accounting Analyst	43,893	45,210	46,567	47,965	49,404	50,887	52,414	53,987	55,607	57,276
10	Case Aide	21.11	21.74	22.39	23.07	23.76	24.47	25.20	25.96	26.74	27.54
	Customer Service Representative	39,301	40,481	41,696	42,947	44,236	45,564	46,931	48,339	49,790	51,284
	Human Resources Assistant	18.90	19.47	20.05	20.65	21.27	21.91	22.57	23.24	23.94	24.66
11	Administrative Assistant										
	Administrative Aide	37,748	38,881	40,048	41,250	42,488	43,763	45,076	46,429	47,822	49,257
	Receptionist/Administrative Aide	18.15	18.70	19.26	19.84	20.43	21.04	21.68	22.33	23.00	23.69
	Jail Health Medical Assistant										

on call \$2.00/hr  
charge duty \$1.00/hr

December 4, 2019

TO: Northwest Regional Council

FROM: Dan Murphy, Executive Director

SUBJECT: Signatory Authority for NWRC Documents

### **Background**

As you know, NWRC contracts of a certain size require counter-signature by the Board. Typically, the Chair plays that role. Because the NWRC administrative headquarters is in Bellingham, for efficiency, in 2014 Whatcom County Executive, Jack Louws, was authorized to sign documents on behalf of the Board. Council Member Frazey has agreed to replace Executive Louws now that he is leaving office.

**PROPOSED MOTION: The NWRC authorizes Council Member Carol Frazey to sign NWRC documents, as needed, on behalf of the NWRC Chair.**

**PROPOSED MOTION:**

The Northwest Regional Council authorizes the proposed reclassification of the Fiscal Manager, Case Management Administrative Program Supervisor, and one Case Aide position. In addition, the Northwest Regional Council authorizes the proposed market rate salary adjustments for the positions in Classification Level 6, Program Supervisors, the Network Administrator and Planner positions, effective, January 1, 2020.

**RESOLUTION NO. 19-03  
NORTHWEST REGIONAL COUNCIL BUDGET  
JANUARY 1, 2020 - DECEMBER 31, 2020**

WHEREAS, the attached Budget for calendar year 2020 has been presented to the Northwest Regional Council for review; and

WHEREAS, the Northwest Regional Council has reviewed said document and is in agreement with the funding and expenditure levels set forth in said document;

NOW, THEREFORE, the Northwest Regional Council does ordain as follows:

The Northwest Regional Council Budget for 2020 is hereby approved as presented. Included in the Budget is a 3% cost of living adjustment for all eligible Northwest Regional Council employees, effective January 1, 2020.

RESOLUTION NUMBER NO. 19-03, APPROVED THIS 5th DAY OF DECEMBER 2019.

NORTHWEST REGIONAL COUNCIL:

\_\_\_\_\_  
Jaimie Stephens, Chair  
San Juan County Council Member

\_\_\_\_\_  
Lisa Janicki  
Skagit County Commissioner

\_\_\_\_\_  
Helen Price Johnson, Vice-Chair  
Island County Commissioner

\_\_\_\_\_  
Jill Johnson  
Island County Commissioner

\_\_\_\_\_  
Ron Wesen,  
Skagit County Commissioner

\_\_\_\_\_  
Rick Hughes  
San Juan County Council Member

\_\_\_\_\_  
Jack Louws  
County Executive, Whatcom County

\_\_\_\_\_  
Carol Frazey  
Whatcom County Council Member

ATTEST:

\_\_\_\_\_  
Dan Murphy, Executive Director

TO: Northwest Regional Council  
FROM: Dan Murphy, Executive Director  
DATE: November 26, 2019  
SUBJECT: NWRC 2020 to 2023 Strategic Plan

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We have completed the process for development of the NWRC 2020-2023 Strategic Plan that was outlined at your July meeting. The final version of the plan is enclosed and staff will provide a brief overview at our December meeting. The Northwest Senior Services Board recommends approval.

The final version of the Plan includes the following changes from the draft I sent to you on October 24:

- Several minor editorial changes to improve clarity.
- The following modifications to numeric service goals:
  - Increase in the monthly service goal for Recovery Based Care Coordination from 30 to 45 (page 9)
  - Decrease in the projected number of support group sessions from 240 to 156, based on conversations with providers on what they can offer. We have also deferred projecting annual increases, pending acquisition of additional resources (page 13).
  - Increase in the projected number of evidence-based workshops to 21, but projections of annual growth deferred, pending acquisition of additional resources (page 13).
  - Annual increases in projected Information and Assistance Services deferred, pending acquisition of additional resources (page 15).

**PROPOSED MOTION: The Northwest Regional Council approves the NWRC 2020 to 2023 Strategic Plan.**

# **NORTHWEST**

## **REGIONAL COUNCIL**

— 2020 - 2023 —

## **STRATEGIC PLAN**

AREA PLAN VERSION



**ISLAND—SAN JUAN—SKAGIT—WHATCOM**



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## Introduction

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The Northwest Regional Council (NWRC) is an association of county governments, including Island, San Juan, Skagit, and Whatcom Counties. The NWRC governing board is composed of two elected officials from each member county, currently:

**Island County Commissioners:**

Helen Price Johnson, *Vice-Chair*  
Jill Johnson

**San Juan County Council:**

Jamie Stephens, *NWRC Chair*  
Rick Hughes

**Skagit County Commissioners:**

Lisa Janicki, *Executive Committee*  
Ron Wesen

**Whatcom County Council/Executive:**

Jack Louws, *Executive Committee*  
Carol Frazey

This plan focuses on the needs of older people, people with disabilities, and people impacted by complex medical conditions. It outlines our agency's mission, describes our target population, defines the areas of importance to improve support for those populations, provides a profile of how our resources are deployed in the coming year, and sets the overall direction for the work of NWRC over the next four years.

For more information:

- Visit our website at [www.nwrcwa.org](http://www.nwrcwa.org)
- The NWRC Bellingham office is located at 600 Lakeway Drive, Bellingham, WA 98225. The local telephone number is (360) 676-6749, or toll free (800) 585-6749.
- The NWRC Mount Vernon office is located at 301 Valley Mall Way, Suite 100 Mt. Vernon, WA 98273. The local phone number is (360) 428-1301, or toll free (800) 585-6749.

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## Mission, Vision, and Values

---

### NORTHWEST REGIONAL COUNCIL MISSION:

To build a comprehensive and coordinated support system for older individuals, people with disabilities, and people affected by complex medical conditions in Island, San Juan, Skagit, and Whatcom Counties.

The support system will:

1. Promote independence and dignity, and
2. Improve the quality of life.

### NWRC VALUES AND ENVISIONS:

#### **Community Access for All**

- Individuals can make informed choices.
- Services are easy to access, understandable, and physically, culturally, linguistically, and financially accessible.

#### **Consumer Protection and Safety**

- Services help clients avoid abuse, access safe products, and make choices about health behaviors that allow their best quality of life.

#### **Evidence-Based Programming**

- Services incorporate evidence-based best practices and evolve based on consumer input and needs.

#### **Consumer Empowerment and Advocacy**

- Consumers are their own advocates to shape services that are comprehensive, cost-effective, flexible, well-coordinated, and prudently managed.

#### **Caregiver Support**

- Caregivers have access to support for their caregiving responsibilities.

#### **Community Involvement**

- Communities are aware of the care needs of NWRC's target populations and have knowledge of the network of services and programs that support them.
- Communities participate in the development of essential services and guide opportunities for the future.

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## 2020-2023 Planning and Review Process

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Northwest Regional Council (NWRC) developed the 2020-2023 Strategic Plan for our area under the leadership of the NWRC Governing Board and the Northwest Senior Services Advisory Board. Input was gathered from local Tribes, NWRC staff, and community members in our region. For further detail of the planning process, please see Appendix E.

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## Prioritization of Discretionary Funds

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In the event of an increase or decrease in discretionary funding from what is projected in the annual NWRC budget, changes would be based on any restrictions placed on the fund source, applicable policies, advisory board input and final amendment of the NWRC budget by the NWRC Governing Board.

## Target Population Profile

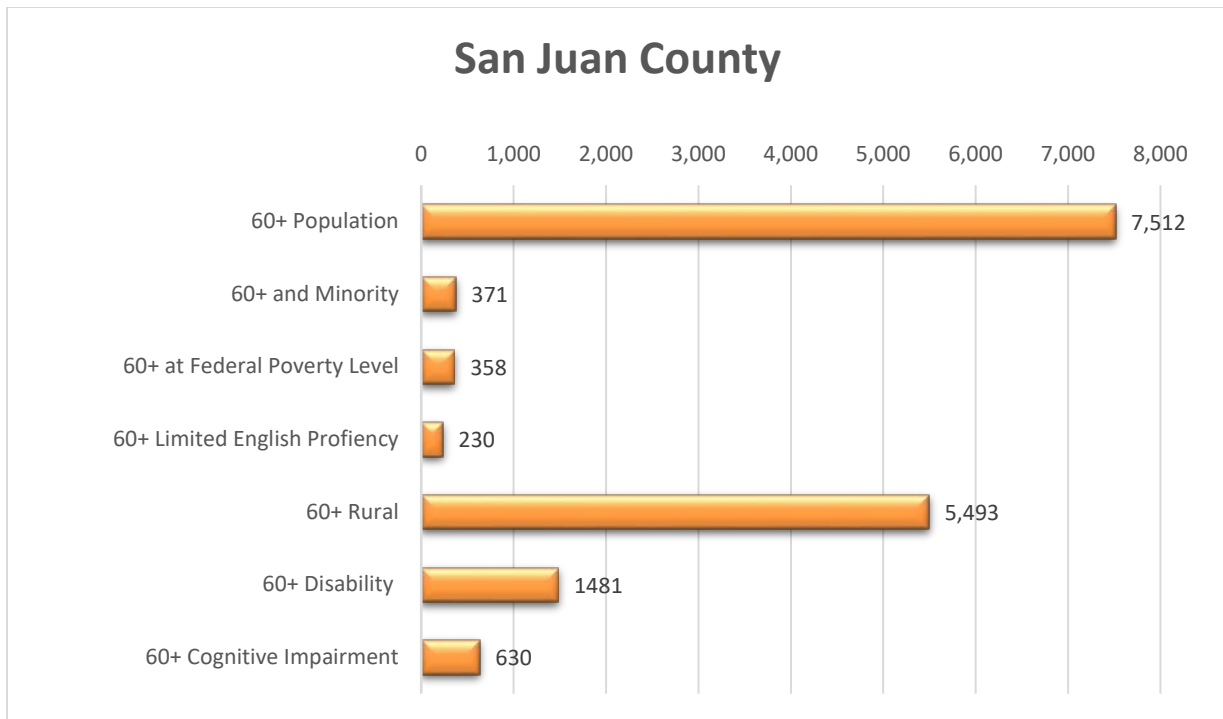
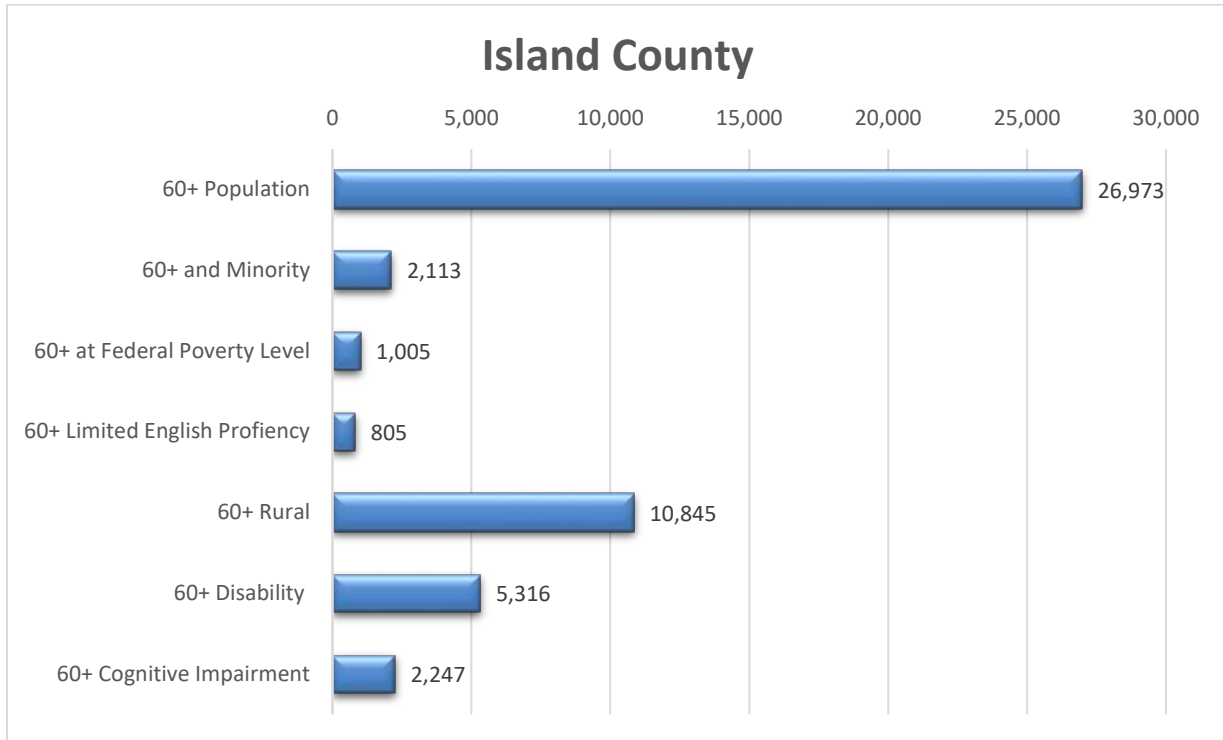
NWRC considers it important to reach those who face challenges related to income, disability, language proficiency, ethnicity, and geography. Where income is not directly part of program eligibility, NWRC adds targeting requirements to provider contracts for people with low incomes. Minimum service requirements are also included for people with Limited-English Proficiency, those who live in rural areas, and for members of minority populations. Contracts include requirements for the provider to define specific actions they will complete to ensure services to targeted populations.

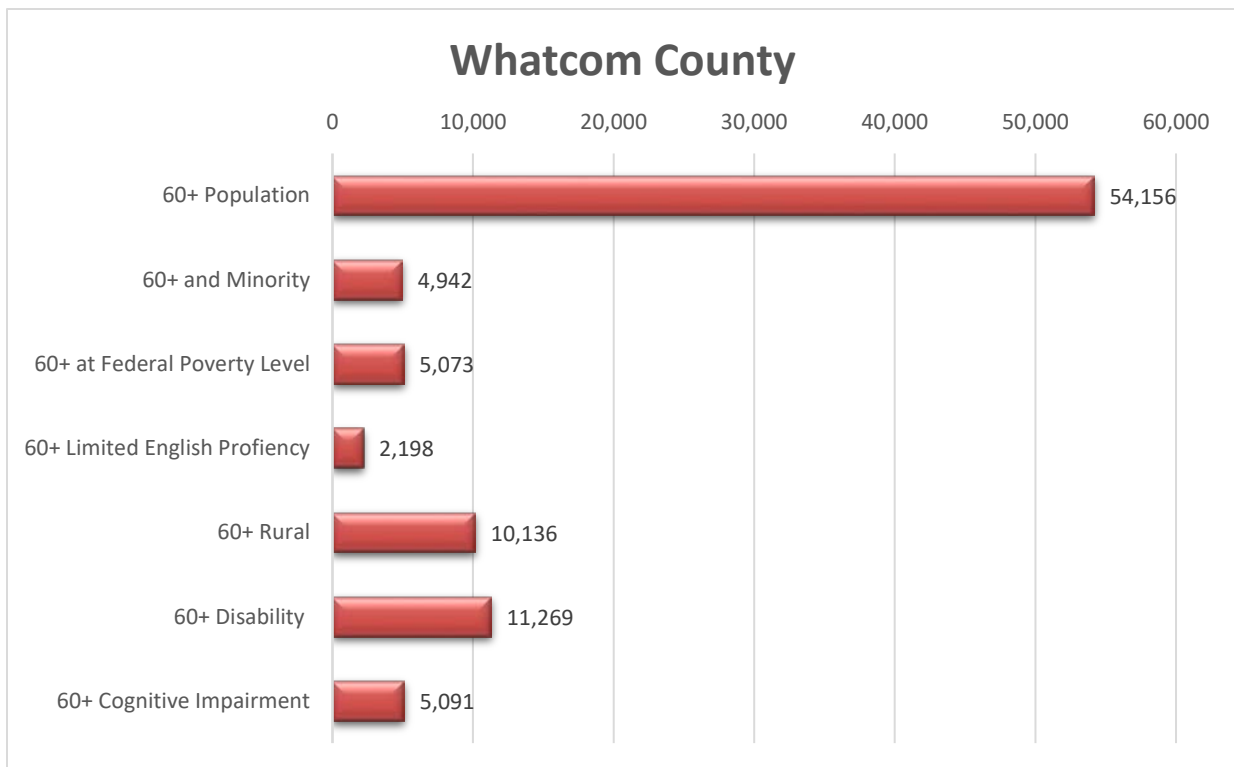
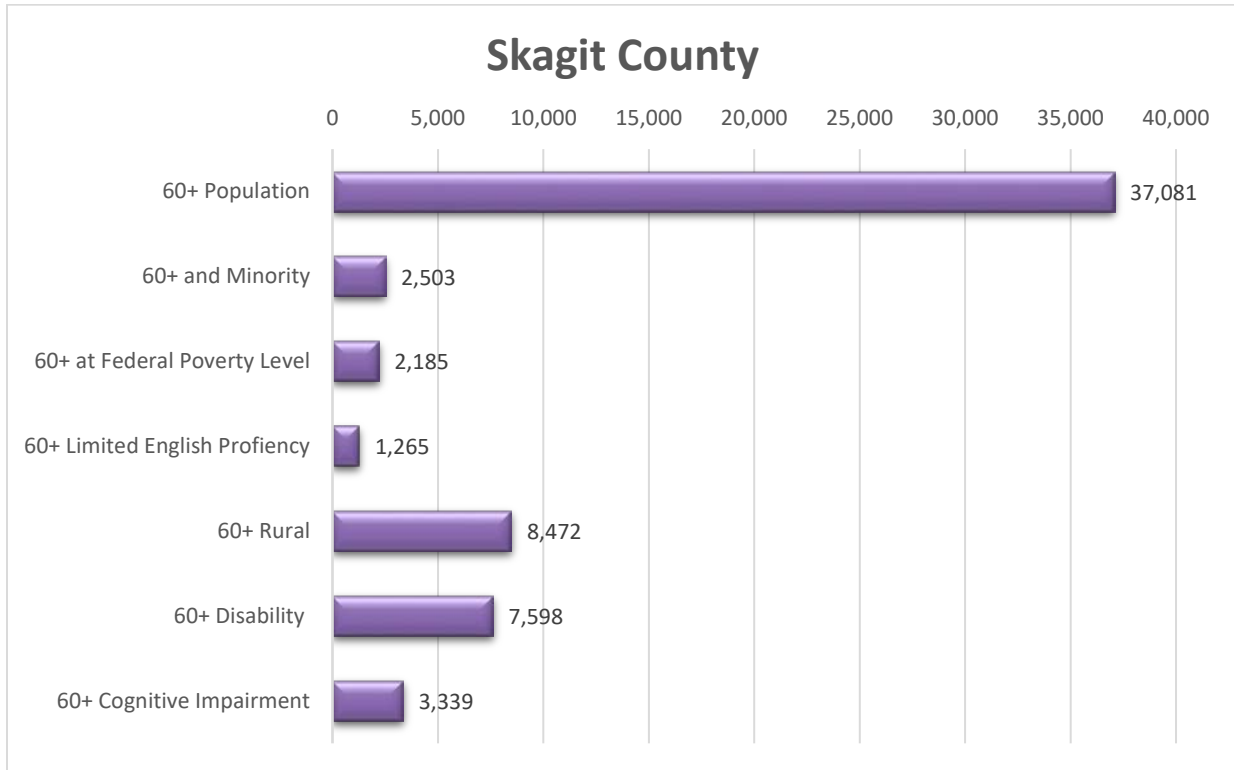
### Regional Population Profile

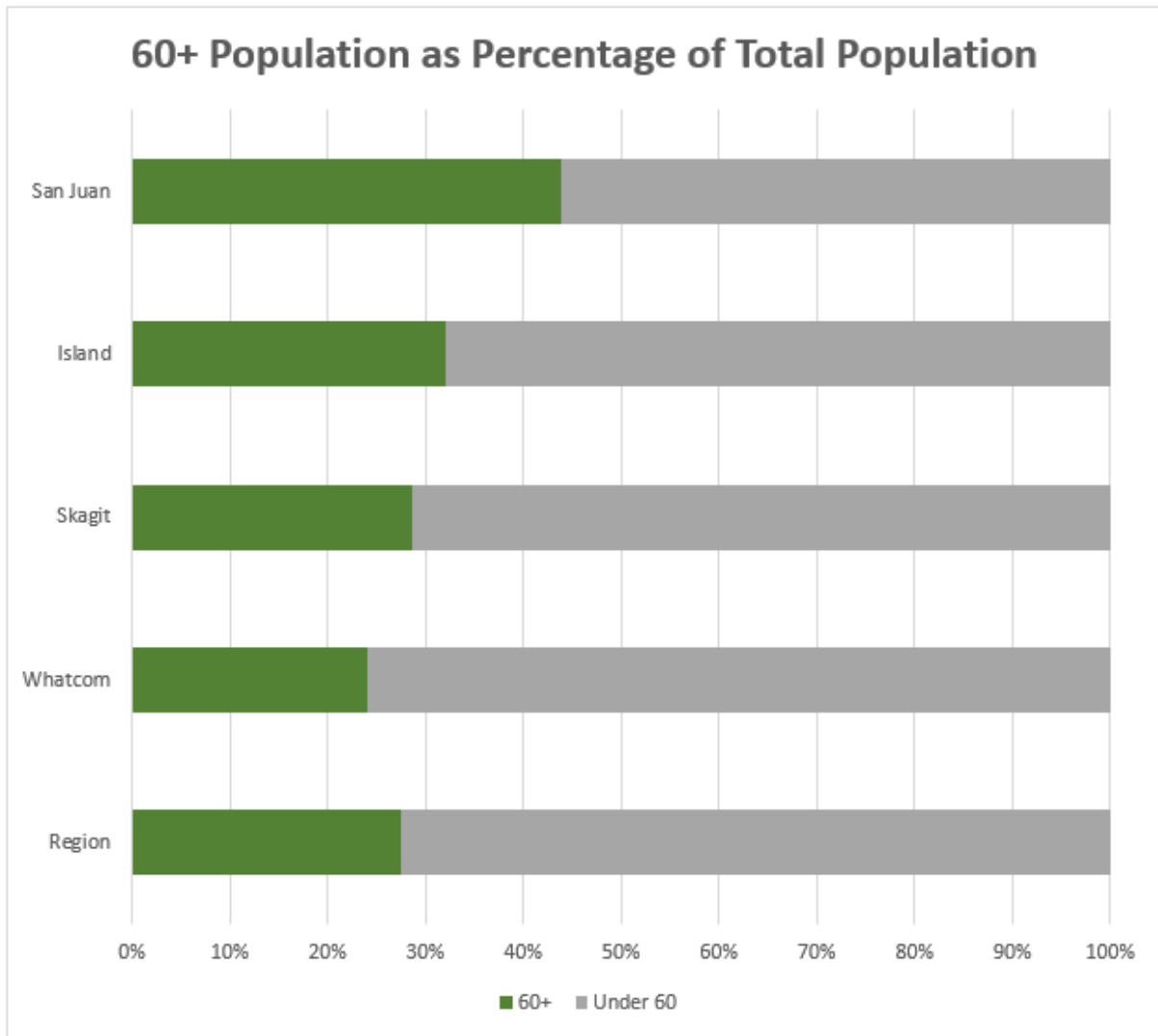
NORTHWEST REGIONAL COUNCIL	<i>Island</i>	<i>San Juan</i>	<i>Skagit</i>	<i>Whatcom</i>	<i>Region</i>
<b>Total Population*</b>	<b>84,820</b>	<b>17,150</b>	<b>129,200</b>	<b>225,300</b>	<b>456,470</b>
% of Region	18.6%	3.8%	28.3%	49.4%	100%
<b>60+ Population</b>	<b>26,973</b>	<b>7,512</b>	<b>37,081</b>	<b>54,156</b>	<b>125,722</b>
% of County	31.8%	43.8%	28.7%	24.0%	27.5%
<b>60+ and Minority</b>	<b>2,113</b>	<b>371</b>	<b>2,503</b>	<b>4,942</b>	<b>9,929</b>
% of County 60+	7.8%	4.9%	6.8%	9.1%	7.9%
<b>60+ at Federal Poverty Level</b>	<b>1,005</b>	<b>358</b>	<b>2,185</b>	<b>5,073</b>	<b>8,621</b>
% of County 60+	3.7%	4.8%	5.9%	9.4%	6.9%
<b>60+ at FPL and Minority</b>	<b>176</b>	<b>51</b>	<b>361</b>	<b>478</b>	<b>1066</b>
% of County 60+ and Minority	8.3%	13.7%	14.4%	9.7%	10.7%
<b>60+ Limited English Proficiency</b>	<b>805</b>	<b>230</b>	<b>1,265</b>	<b>2,198</b>	<b>4,498</b>
% of County 60+	3.0%	3.1%	3.4%	4.1%	3.6%
<b>60+ Rural^</b>	<b>10,845</b>	<b>5,493</b>	<b>8,472</b>	<b>10,316</b>	<b>35,126</b>
% of County 60+	40.2%	73.1%	22.8%	19.1%	27.9%
<b>60+ Disability</b>	<b>5,316</b>	<b>1,481</b>	<b>7,598</b>	<b>11,269</b>	<b>25,664</b>
% of County 60+	19.7%	19.7%	20.5%	20.8%	20.4%
<b>18+ Disability</b>	<b>7,220</b>	<b>1,865</b>	<b>1,0918</b>	<b>17,386</b>	<b>37,389</b>
% of County	8.5%	10.9%	8.5%	7.7%	8.2%
<b>60+ Cognitive Impairment</b>	<b>2,247</b>	<b>630</b>	<b>3,339</b>	<b>5,091</b>	<b>11,307</b>
% of County 60+	8.3%	8.4%	9.0%	9.4%	9.0%
<b>18+ Cognitive Impairment</b>	<b>4,137</b>	<b>980</b>	<b>6,607</b>	<b>11,915</b>	<b>23,639</b>
% of County	4.9%	5.7%	5.1%	5.3%	5.2%
<b>60+ AI/AN</b>	<b>184</b>	<b>33</b>	<b>387</b>	<b>1,060</b>	<b>1,664</b>
<b>60+ AI/AN Disability</b>	<b>38</b>	<b>7</b>	<b>93</b>	<b>246</b>	<b>384</b>
<b>Native American Tribes</b>			Samish, Sauk-Suiattle, Swinomish, Upper Skagit	Lummi, Nooksack	

Key- \*OFM 2019 Estimate, ^2010 US Census, All others from RDA Age Wave 2019.









## Services and Partnerships

This chart illustrates the range of services provided by the Northwest Regional Council, including direct and contracted services. A narrative description of each program follows.

Services Provided	Counties Provided In			
	Island	San Juan	Skagit	Whatcom
<b>Care Management</b>				
• Care Coordination	X	X	X	X
• In-Home Case Management	X	X	X	X
• In-Home Mental Health			X	X
<b>Information &amp; Assistance</b>				
• Aging & Disability Resources	X	X	X	X
• Health & Wellness Activities	X	X	X	X
• Native American/Alaska Native Tribal Outreach			X	X
<b>Nutrition</b>				
• Congregate Nutrition	X	X	X	X
• Home Delivered Meals	X	X	X	X
• Senior Farmers Market Program	X	X	X	X
<b>In-Home Support</b>				
• In-Home care	X	X	X	X
<b>Family Caregiver Support</b>				
• Family Caregiver Support Program	X	X	X	X
• Kinship Caregiver Support Program	X	X	X	X
• Kinship Navigator Program				X
<b>Other</b>				
• Medicaid Transportation	X	X	X	X
• Volunteer Services	X		X	X
• Senior Legal Assistance	X	X	X	X
• Regional Long-Term Care Ombudsman	X	X	X	X
• Supportive Housing			X	X
• Jail Health				X

### Care Management

1. Care Coordination: helps people with complex chronic conditions maintain their health and more effectively use the medical system. It supports people transitioning home from the hospital or other facilities and those in recovery or considering entering substance use and other treatment services.
2. In-Home Case Management: provides services and supports for people who want to continue to live in their own home, even when they have levels of disability comparable to people who reside in nursing homes.
3. In-Home Mental Health: offers individual counseling and therapy to those who cannot attend in-office services due to physical or behavioral challenges.

### Aging and Disability Resources

1. Aging and Disability Resources: provides information, referrals, support in accessing and counseling on service options for older people and people facing challenges related to disability.
2. Health & Wellness Activities: provides evidence-based classes and supports, such as Chronic Disease Self-Management (CDSME) training, including the Native American version of this program known as Wisdom Warriors.
3. Native American/Alaska Native Tribal Outreach: provides outreach, information, Kinship Care training, telephone reassurance, and friendly visiting to Elders in the six federally recognized tribes in the region.

### Nutrition

1. Congregate Nutrition: helps meet the complex nutritional needs of older individuals who are at risk by providing nutritionally sound meals in a group setting.
2. Home-Delivered Meals: delivers nutritious meals to older people who are homebound or who are otherwise isolated.
3. Senior Farmers Market Program: provides vouchers older adults may use at approved Farmers Markets throughout the region.

### In-Home Care

1. In-Home Care: offers services and supports for people who choose to live at home, with levels of disability equivalent to nursing home residents. Supports include personal care, transportation, home delivered meals, adult day care, environmental modifications, client training, and personal emergency response systems (PERS).

### Family Caregiver Support

1. Family Caregiver Support Program: provides services and supports to family caregivers; includes caregiver resource libraries, caregiver kits with information about caregiving available in English, Spanish, and Russian, along with in-home training, Powerful Tools for Caregivers classes, respite, adult day care, memory care and wellness, assistive devices, and other supplemental services.
2. Kinship Caregiver Support Program: support services for grandparents and other older family members raising children.
3. Kinship Navigator Program: provides one-on-one support to adults raising their relative children.

### Other

1. Medicaid Transportation: provides transportation to covered medical services for persons eligible for Medicaid who have no other means of transportation, or whose available transportation is inadequate.
2. Volunteer Services: provides volunteer assistance to persons age 18 and over who cannot afford to pay for the needed services. Services may include such things as heavy chores, household cleaning and light maintenance, transportation, home repair, as well as personal care.
3. Senior Legal Assistance: assists older persons in advocating for their rights, benefits, and entitlements. Services focus on non-criminal matters in priority areas of access to food and shelter. Services also include disseminating information about legal issues to older persons, service providers, and bar associations through lectures, group discussions, and the media.
4. Regional Long-Term Care Ombudsman: provides information, outreach, and advocacy for individuals in long-term care residential settings, including skilled nursing homes, assisted living facilities, and adult family homes.
5. Supportive Housing: provides assistance in finding or sustaining housing to individuals receiving case management or care coordination services.
6. Jail Health: delivers health care services to the people incarcerated at the Whatcom County Jail.

## Focal Points

NWRC has designated focal points in each county. For further detail of the focal points, please see Section C-3.

### Island County: Senior Information & Assistance Program

Oak Harbor Office 51 SE Jerome Oak Harbor WA 98277 (360) 675-0311	South Whidbey Office 14594 SR 525 Langley WA 98260 (360) 321-1600	Camano Island Office 606 Arrowhead Road Camano Island WA 98282 (360) 387-6201
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### San Juan County: Senior Information & Assistance Program

Lopez Island Woodmen Hall 4102 Fisherman Bay Road PO Box 154 Lopez WA 98261 (360) 370-7521	Orcas Island Senior Center 62 Henry Road PO Box 1146 Eastsound WA 98245 360) 376-2677 V/TDD	San Juan Island Mullis Community Center 589 Nash Street PO Box 951 Friday Harbor WA 98250 360) 378-2677
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### Skagit County: Aging & Disability Resources Program

Northwest Regional Council  
 301 Valley Mall Way, Suite 100  
 Mount Vernon WA 98273  
 (360) 428-1301

### Whatcom County: Aging & Disability Resources Program

Northwest Regional Council  
 600 Lakeway Drive  
 Bellingham WA 98225  
 (360) 738-2500

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## Building a Long-Term Services and Supports (LTSS) System to Meet Complex Needs

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### PROFILE

Washington state is a national leader in offering home and community-based Long-Term Services and Supports (LTSS) for people with significant disabilities. Washington's publicly funded home and community-based services support people with moderate to severe physical limitations, as well as those who have medically complex conditions, often also accompanied by significant behavioral and cognitive challenges. Those who need and qualify for publicly funded supports, who do not want to move to a nursing home, can choose to receive care in an adult family home, in assisted living, or at home.

**Most people, about 75%, choose to receive care in their homes.** As health care options for those with disabilities and complex conditions improve, people achieve increased wellness and independence and more people are able to remain successfully living at home longer. Unfortunately, the health care system often is confusing and provides fragmented care. That can create daunting challenges for those with complex conditions who must interact frequently with that fragmented system, often for the remainder of their lives.

**Some specific concerns in Island, San Juan, Skagit, and Whatcom Counties are:**

- Those who need LTSS use community-based in-home and residential options at a lower rate than the rest of the state.
- The percentage of LTSS recipients in the region with a mental health diagnosis who obtained treatment is below the statewide average.
- The rate of emergency room use among LTSS recipients in the region is higher than the comparable state average.
- Funding for case management of in-home LTSS services is 26% short of what is necessary to provide those critical services at the necessary level.
- The recently passed Long- Term Care Trust Act will provide private funding for LTSS in 2025 and will shift the approach to delivering LTSS from its long-standing Medicaid-centric orientation.



**NWRC HAS THREE MAIN GOALS IN THIS FOCUS AREA:**

- Provide person-centered, in-home LTSS, well integrated with health care, for older adults and adults with disabilities to allow them to remain as independent, healthy, and safe as possible.
- Provide person-centered coordination of health and community supports for people with significant health challenges, including mental health and substance use, to improve their health and reduce avoidable health care costs.
- Represent the interests of families, consumers, and providers in shaping the access to, the scope, quality, and availability of services, and the consumer protections that will be essential to delivery of services under the Long-Term Care Trust Act.

**HOW WILL NWRC ACHIEVE THESE GOALS?**

**1. We will continue to develop and expand an integrated, robust, and multi-disciplinary in-home care management system.**

- Maintain the average number of individuals served each month for:

<b>Average served per month:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Care Transitions	25	25	25	25
Recovery Based Care Coordination	45	45	45	45
Supportive Housing	25	25	-	-

- Increase the average number of individuals served each month for:

<b>Average served per month:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
In-Home LTSS	1,850	1,925	2,000	2,075
In-Home Mental Health	75	100	125	150
Health Home Care Coordination	1,175	1,210	1,235	1,250

- Participate in planning for sustainment of supportive housing services after the Medicaid Transformation Demonstration funding ends in 2021.
- Develop recommendations for substance abuse models that are effective for older adults and individuals with disabilities.
- Develop and implement jail transitions models as our member counties have interest and resources.

- Develop hospital transitions care coordination models for our member counties as health care providers have interest and resources
- 2. We will maintain a comprehensive network of quality in-home service providers to address the complex needs of the individuals we serve and to prepare for services in the Long-Term Care Trust Act.**
- Complete a utilization inventory of in-home contracted services.
  - Compare utilization with client need based on assessments and location.
  - Identify gaps in service supply or referral patterns, and develop strategies to close them.
- 3. We will represent the interests of families, consumers, and providers in shaping the access, scope, quality, and availability of services, along with the consumer protections, that will be essential to delivery of services under the Long-Term Care Trust Act.**
- Represent the Washington Association of Area Agencies on Aging on the LTC Trust Commission.
  - Identify and advocate at a statewide level for:
    - Approaches to access and eligibility that make LTC Trust Act services locally available and provides the information beneficiaries need to make the most efficient use of their benefit.
    - Infrastructure and service design changes that will efficiently make services provided by NWRC and its' contactors available to LTC Trust Act beneficiaries.
    - Consumer protections that are necessary to protect against price-gouging, fraud, conflict of interest, and service quality problems.
    - Methods to assure continuity of care for individuals, who exhaust their LTC Trust Act benefits, but continue to need services.
    - Design of infrastructure, marketing, and other functions that are appropriate for the delivery of an insurance benefit, and that distinguish delivery of LTC Trust Act insurance benefits from the delivery of Medicaid entitlement benefits.
    - Any necessary legislative changes.

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## Supporting Family Caregivers and People Impacted by Dementia

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### PROFILE

**It is clear that families want to support their loved ones, but may not realize or be prepared for the challenges.** Caregivers often have difficulty maintaining work/life balance and many report that caregiving significantly affects their work. Among working caregivers, 69% report having to rearrange their work schedule, decrease their hours, or take unpaid leave in order to provide care. Few have the resources or insurance options to pay privately when they need help. For many, the path can quickly lead to the Medicaid program, which next to family caregivers, is the major source of long-term services and supports.

Providing care can also impact the caregiver's physical and mental health. From a National Alliance for Caregiving and AARP study of caregivers:

- 11% report that caregiving has caused their physical health to deteriorate.
- 21% of older caregivers caring for those age 65+ report a higher degree of physical strain, compared to 13% who are younger.
- Caregivers of those with emotional or mental health issues are more likely to report a decline in their own health (28% vs. 12%).
- Caring for people with dementia is reported to impact a person's immune system for up to 3 years after the caregiving experience ends, which increases the caregiver's chance of developing a chronic illness.
- 40% to 70% have symptoms of depression with about a quarter to half of them meeting the diagnostic criteria for major depression.

**There are about 900,000 family caregivers in Washington.** Eighty percent of the care for older adults and others who face difficulty accomplishing routine daily activities on their own is provided without pay. **Almost a third provide care for someone with memory loss, including Alzheimer's or another form of dementia.**

- Washington has an estimated 110,000 individuals with Alzheimer's disease or a related dementia. By 2025 that will increase by 36% to 150,000.
- In a statewide survey of families affected by dementia, almost half said it was difficult to get a clinical diagnosis.
- From that same survey, just 14% received information about community resources. Only one in ten were referred to an Alzheimer's organization.

- Although early stage detection of dementia is important, a statewide survey of clinicians reports that most cognitive screening is performed when the clinician has a concern. Only 20% of clinicians perform an annual screening.

The NWRC Family Caregiver Support Program (FCSP) provides access to a range of supports tailored to the individual caregiver’s strengths and needs. About half of FCSP clients are caregivers of people who have dementia, another third care for individuals with other memory or cognitive problems. FCSP provides a spectrum of support for all stages of caregiving and services are distributed throughout the four county region. **However, it is estimated that NWRC’s FCSP reaches only about 1% of the potential number of family caregivers in our region.**

**NWRC HAS TWO MAIN GOALS IN THIS FOCUS AREA:**

- To aid family caregivers who need help accomplishing daily activities provide as much care as possible, for as long as possible.
- To provide support for people and families affected by Alzheimer’s disease or other forms of dementia.

**HOW WILL NWRC ACHIEVE THESE GOALS?**

1. We will continue to develop and expand family caregiver supports throughout the region using federal resources through the end of Medicaid Transformation Demonstration in 2021.

Year	Average Number of Caregivers Per Month
2020	360 (20% waiver funded)
2021	380 (20% waiver funded)

- Work with DSHS and the state legislature to develop post waiver funding vehicles and resources to sustain at least 2021 levels of support for family caregivers
2. We will assess best program fit for people without caregivers who are served with waiver resources and adjust program scope accordingly.

Year	Average Number Without Caregivers Per Month
2020	115
2021	120

3. We will maintain a comprehensive network of quality caregiver support providers to address the needs of the caregivers we serve, and to prepare for services in the Long-Term Care Trust Act.

- Complete an inventory of current utilization of contracted services.
- Compare utilization with client need based on assessments and location.
- Identify any gaps in service supply or referral patterns, and develop strategies to close them.

4. We will advocate for state funding of comprehensive elements of the state dementia action plan.

5. We will maintain the availability of caregiver and dementia support groups throughout the region, and as resources are available, expand when possible.

Year	Number of Support Group Sessions
2020	156
2021	156
2022	156
2023	156

6. We will maintain the availability Evidence-Based workshops (Chronic Disease Self-Management, Powerful Tools for Caregivers) throughout the region, and as resources are available, expand when possible.

Year	Number of Workshops
2020	21
2021	21
2022	21
2023	21

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## Providing Information and Access

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### PROFILE

**According to a national survey, trends and developments in the requests for services continue to change and grow.** Results from this survey indicate that services associated with benefits outreach, access, and enrollment are in demand. In addition, the most frequently requested topics include financial assistance, health insurance counseling, Medicaid benefits, utility assistance, food assistance, Medicare, and prescription drug assistance.

**Accessing services and programs that assist older adults and people with disabilities can be confusing.** An Internet search for the phrases “long-term care” or “disabilities” yields thousands of hits, many of them selling products or services that may or may not be relevant to the person’s needs. Telephone calls made to many of the private or governmental organizations can result in equally bewildering descriptions of programs, services, insurance coverages and limitations, along with opportunities to spend resources. Individuals and families are often overwhelmed by trying to sort out the best option. By the time many people reach out for help, they may have unnecessarily wasted time and resources, and are often in crisis.

To help address the need for accurate, impartial information, to help with accessing needed services, and to sort through confusing options, **NWRC has designated focal points in each county to help provide information and support for people who face challenges related to aging and disabilities.**

#### Island County: Senior Information & Assistance Program

Oak Harbor Office 51 SE Jerome Oak Harbor WA 98277 (360) 675-0311	South Whidbey Office 14594 SR 525 Langley WA 98260 (360) 321-1600	Camano Island Office 606 Arrowhead Road Camano Island WA 98282 (360) 387-6201
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#### San Juan County: Senior Information & Assistance Program

Lopez Island Woodmen Hall 4102 Fisherman Bay Road PO Box 154 Lopez WA 98261 (360) 370-7521	Orcas Island Senior Center 62 Henry Road PO Box 1146 Eastsound WA 98245 360) 376-2677 V/TDD	San Juan Island Mullis Community Center 589 Nash Street PO Box 951 Friday Harbor WA 98250 360) 378-2677
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Skagit County: Aging & Disability Resources Program

Northwest Regional Council  
 301 Valley Mall Way, Suite 100  
 Mount Vernon WA 98273  
 (360) 428-1301

Whatcom County: Aging & Disability Resources Program

Northwest Regional Council  
 600 Lakeway Drive  
 Bellingham WA 98225  
 (360) 738-2500

**Unfortunately, Washington does not have a new or sustainable revenue source to fund expansion** of outreach, information, assistance, and options counseling to meet the demand driven by the increasing numbers of people who face aging and disability challenges.

**NWRC HAS ONE MAIN GOAL IN THIS FOCUS AREA:**

- To provide outreach, information, assistance, and options and benefits counseling for people with aging or disability related challenges, who are trying to plan for their needs, or who are lost as they try to understand the confusing and complex array of programs, supports, and options that may assist them.

**HOW WILL NWRC ACHIEVE THIS GOAL?**

We will continue to **maintain capacity (and expand as resources allow)** to provide information and assistance services that are in high-demand in each of our counties.

Information and Assistance Contacts		
Year	Unduplicated Clients	Total Number of Contacts
2020	8,000	18,000
2021	8,000	18,000
2022	8,000	18,000
2023	8,000	18,000

- Build access funding into all major program initiatives.
- Improve the internet presence of our community information focal points, including social media.

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## Resources Used in Section C 1-3

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1. AARP publication: Valuing the Invaluable: 2015 Update <https://www.aarp.org/content/dam/aarp/ppi/2015/valuing-the-invaluable-2015-update-new.pdf>
2. AARP publication: Caregiving in the U.S. <https://www.aarp.org/content/dam/aarp/ppi/2015/caregiving-in-the-united-states-2015-report-revised.pdf>
3. Administration for Community Living (ACL) publication. Family Caregivers, Caregiver Profile <https://acl.gov/sites/default/files/programs/2019-07/Family%20Caregivers%20Examining%20care-giver%20characteristics.pdf>
4. Centers for Medicare and Medicaid Services (CMS) <https://www.cms.gov/Outreach-and-Education/American-Indian-Alaska-Native/AIAN/LTSS-TA-Center/info/hcbs.html>
5. National Association of States United for Aging and Disabilities (NASUAD) <http://www.nasuad.org/sites/nasuad/files/Connecting%20Clients%20to%20Benefits%20Brief%20Final%20for%20Website.pdf>
6. Washington State Department of Social and Health Services (DSHS) Aging and Long-Term Support Administration (AL TSA) <https://www.dshs.wa.gov/altsa>



**Policy 7.01 Implementation Plan**  
**NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING**  
 Timeframe: January 1, 2019 to December 31, 2019

Implementation Plan				Progress Report
(1) Goals/ Objectives	(2) Activities	(3) Expected Outcome	(4) Lead Staff	(5) Status Update for the Previous Year
1. Continue to provide Tribal Outreach Assistance services.	a. Continue to visit each tribe on a regular basis. b. Hold meetings with individual tribes or tribal groups to discuss elder issues as requested. c. Expand activities in this area through grants available.	a. Enhanced access to needed service for tribal elders. b. Increased collaboration with local tribes and community partners to assure appropriate services.	Becky Bendixen Melody Woodrich-Fernando	In 2018 continued to meet with Tribes in our service area to share available services and supports.  Meets with tribal clinic quarterly
2. Continue to provide technical assistance to local tribes for planning and coordination for Money follows the Person Tribal Initiative.	a. Work with local tribes to develop plans for to identify sources of funds for addressing the needs for long term services and supports. b. Assist tribes to understand adult day care and health options.	a. Development of tribally-owned and operated Long Term Services and Supports on those reservations that choose to participate.	Becky Bendixen Melody Woodrich-Fernando	Staff continue to provide information to tribes. With the passage of the ACA, there is renewed interest in Long Term Services & Supports (LTSS) in Indian Country and a wonderful opportunity to expand services to tribal elders. We will continue to support tribes in their efforts to develop LTSS and operate them in their own community.  NWRC staff have participated Tribal/AAA/HCS conference each year during the MFTP-Tribal Initiative grant period. Additionally, staff have participated in discussions at the national level at the National Title VI meeting.

<p align="center"><b>Policy 7.01 Implementation Plan</b>  <b>NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING</b>                      Timeframe: January 1, 2019 to December 31, 2019</p>				
<p>3. Support training for Title VI Coordinators and staff to assure that program requirements are met and elders are well served. Expand training to include any State tribe that wishes to participate.</p>	<ul style="list-style-type: none"> <li>a. Support training tribal nutrition programs about menu writing, sanitation and safety, and other programmatic issues.</li> <li>b. Support training and provide technical assistance for tribal staff in meeting reporting requirements for federal Title VI programs</li> <li>c. Support technical assistance on proposal development for Title VI Grants.</li> </ul>	<ul style="list-style-type: none"> <li>a. Enhanced compliance for tribal Title VI programs.</li> <li>b. Increased resources for programs through captured funds and program efficiencies.</li> <li>c. Collaboration with other tribes in the state.</li> </ul>	<p>Becky Bendixen Melody Woodrich-Fernando</p>	<p>NWRC staff continues to attend national meetings as requested to promote long term care services for Older Indians.</p> <p>As requested by Tribes, NWRC facilitates training by ACL as it relates to Title VI activities. Topics include menu writing sanitation and safety, and other programmatic issues.</p> <p>Currently we are focusing on supporting tribes to implement and further develop the Wisdom Warriors program. The trainings have been well-attended and well-received and will continue through 2018.</p> <p>We have opened these trainings up to all tribes at their request.</p>
<p>4. Establish contracts with local tribes for Medicaid LTSS ancillary services so that they can provide client training, skilled nursing, and environmental modifications for their tribal members who need them.</p>	<ul style="list-style-type: none"> <li>a. Develop agreements.</li> <li>b. Provide technical assistance for using them.</li> <li>c. Work with tribes and case managers to assure that all understand the use of the services and how to access them.</li> <li>d. Host a meeting in Spring 2019 with local tribes as requested to discuss partnership and contracting options.</li> </ul>	<ul style="list-style-type: none"> <li>a. Increased use of Medicaid LTSS ancillary services by Tribal members.</li> <li>b. Provide resources to Tribes to pay for services to their own members.</li> </ul>	<p>Angela Ross Melody Woodrich-Fernando</p>	<p>Contracts are in place with Lummi, Nooksack, Sauk-Suiattle, Swinomish, and Upper Skagit Tribes. Contracts have not been widely utilized and staff continues to work with tribes and case management staff to facilitate the use of the services.</p>

<p align="center"><b>Policy 7.01 Implementation Plan</b>  <b>NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING</b>                      Timeframe: January 1, 2019 to December 31, 2019</p>				
<p>5. Maintain billing agreements with local tribes for Medicaid Transportation services.</p>	<p>a. Develop agreements                      b. Provide technical assistance for using them.                      c. Work with tribes to assure that all eligible trips are billed                      d. Bill Medical Assistance Administration (MAA) for Tribal Trips.</p>	<p>a. Increased use of Medicaid Transportation by Tribal members.                      b. Provide resources to Tribes to pay for Medicaid transportation to their own members</p>	<p>Aly Horry                      Cindy Madigan</p>	<p>Contracts are in place with Lummi, Nooksack, Sauk-Suiattle, Stillaguamish, Swinomish, and Upper Skagit Tribes. Programs have been successfully implemented in each area and tribes are receiving reimbursement. Continued technical assistance is provided to keep tribes informed about changes in the program due to budget cuts as well as training new staff and administrators about the service.</p>
<p>6. Continue to provide tribal support to assist Case Management staff in region.</p>	<p>a. Participation in Tribal clients' assessments, annual review, and financial eligibility reviews.                      b. Consultation and training with case managers related to issues for tribal elders.                      c. Provide an identified Title IX Case Manager and Care Coordinator for tribal members in Whatcom &amp; Skagit County.</p>	<p>a. Enhanced assessment for elders and appropriate services.</p>	<p>Becky Bendixen                      Melody Woodrich-Fernando                      Amanda McDade                      Rosann Pauley                      Silva Sarafian</p>	<p>The NWRC has had to advocate on several occasions with DSHS Community Services Offices when they have improperly calculated income based upon per capita by annualizing the income rather than disqualifying service eligibility for the month received. We will continue to watch this issue because it seems to be an issue which resurfaces periodically. Teaching about Modified Adjusted Gross Income (MAGI) has become much more important since healthcare reform was established in our country.</p> <p>NWRC has Title IX Case Manager, Brian Carlson, and Health Home Care Coordinator, Brenda Perkins, are the primary staff for Tribal members in our region.</p>
<p>7. Provide Medicare Part D, QMB*, and SLMB** program training and technical assistance for local tribes.</p>	<p>a. Presentations at each Elders' Center.                      b. Assist with enrollment.                      c. Provide technical assistance to clinics to develop contracts and funding streams.</p>	<p>a. Elders will enroll in Medicare Part D programs.                      b. Clinics will receive payment for services through contract with medication contractors.</p>	<p><b>Aging and Disability Resources staff</b>                      Becky Bendixen                      Melody Woodrich-Fernando</p>	<p>The NWRC is continuing to provide assistance with applications for Medicare parts B and D as requested. Presentations have been made to clinic and elder staff as requested to assure that the clinics understand the programs and the application process.</p> <p>*QMB = Qualified Medicare Beneficiary                      **SLMB = Specified Low-Income Medicare Beneficiary</p>

<p align="center"><b>Policy 7.01 Implementation Plan</b>  <b>NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING</b>                      Timeframe: January 1, 2019 to December 31, 2019</p>				
<p>8. Collaborate with local tribes to enhance understanding of elder abuse in all its presentations.</p>	<p>a. Work with local tribal governments to establish a resolution outlawing elder abuse on each reservation.                      b. Include tribal representatives on Elder Abuse Council and training developed in the region.</p>	<p>a. Tribal governments will establish codes against elder abuse.                      b. Enhanced understanding of the many “faces” of elder abuse.</p>	<p>Becky Bendixen                      Melody Woodrich-Fernando                      Silva Sarafian                      Rosann Pauley</p>	<p>NWRC staff assists with tribal elder abuse teams for local tribal communities. These teams are multidisciplinary, using members from tribal government, law enforcement, social services, spiritual leadership, NWRC, Home &amp; Community Services (HCS), and Adult Protective Services (APS) staff.                       NWRC would like to offer to assist those tribes without an agreement with APS to complete that process.</p>
<p>10. Provide cultural awareness training for NWRC and contractor staff.</p>	<p>a. Continue to address cultural awareness in staff orientation.                      b. Annual training for NWRC and HCS staff.                      c. Training for contractors when suggested by tribes or requested by contractors.</p>	<p>a. Increased cultural competency when dealing with Indian Elders.</p>	<p>Becky Bendixen                      Melody Woodrich-Fernando</p>	<p>There continue to be requests from community providers and DSHS to work together to provide cultural training. We provide those as requested.</p>
<p>11. Include Tribal representation on the Northwest Senior Services Board (NWSSB)</p>	<p>a. Continue to have tribal members on the NWSSB to provide input to local aging programs, policy development, and decision-making.</p>	<p>a. Enhanced communication and collaboration through NWSSB members and local tribes.</p>	<p>Ryan Blackwell                      Becky Bendixen</p>	<p>We currently have three tribal representatives on the NWSSB.</p>

<p align="center"><b>Policy 7.01 Implementation Plan</b>  <b>NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING</b>                      Timeframe: January 1, 2019 to December 31, 2019</p>				
<p>12. Participate with DSHS Regional Administrators, Tribal Representatives, OIP staff, and Snohomish County AAA in Region 3 in quarterly Regional Tribal Coordinating Council (RTCC) meetings.</p>	<p>a. Meetings are held quarterly and NWRC staff attends regularly.                      b. Develop agenda items for trainings which may occur outside of the RTCC meetings (adult family home, tribal orientation meetings for DSHS divisions, cultural competency).                      c. Bring meeting information to tribes that did not attend.</p>	<p>a. Better communication with Indian Elders.                      b. Enhanced access to services in the region.                      c. Fewer missteps for non-tribal staff working with Indian Elders.</p>	<p>Melody Woodrich-Fernando                      Dan Murphy</p>	<p>Meetings continue to be an excellent environment to share ideas, resources, and solve problems for all attendees. This is a model program and recommended to others in the State as extremely helpful and productive.</p>
<p>13. Participate in bimonthly 7.01 meetings together with tribal members, HCS, RCS* and DDA** staff.</p>	<p>a. Tribes and program administration meet every other month to provide training and to discuss projects to be done, and activities to be accomplished together.</p>	<p>a. A "living" 7.01 plan which directs our activities and interactions in Indian Country.</p>	<p>Dan Murphy                      Melody Woodrich-Fernando                      Becky Bendixen</p>	<p>Meeting continues to direct the development of this document.                       *RCS = Residential Care Services                      **DDA = Developmental Disability Administration</p>
<p>14. Work with local tribes to develop wellness programs which include CDSME* classes for their elders.</p>	<p>a. Work with clinic personnel and elders programs to offer classes about medication management, nutrition, caregiver support, and CDSME (Pain and Chronic Illness)                      b. Train lay leaders to provide services under the NWRC licensure.</p>	<p>a. Enhanced well-being for Indian elders.</p>	<p>Becky Bendixen                      Melody Woodrich-Fernando</p>	<p>Staff is working the Wisdom Warriors project to promote healthy living and management of chronic illnesses with tribal elders. These classes are also available in other communities upon request.                       *CDSME = Chronic Disease Self-Management Education</p>

**Policy 7.01 Implementation Plan**  
**NORTHWEST REGIONAL COUNCIL—AREA AGENCY ON AGING**  
 Timeframe: January 1, 2019 to December 31, 2019

<p>15. Continue to include tribes in activities and coalitions in communities.</p>	<p>a. Advocate for including tribes in workgroups, advocacy efforts, grants, and activities in all that we do.</p>	<p>a. More community integration with work groups.                  b. Better communication between tribes and community groups.                  c. Enhanced community understanding of tribal culture and programs.</p>	<p>ALL NWRC Administrators, Supervisors, and Staff</p>	<p>As part of this effort, we have worked at the national level as National Council on Aging-National AI/AN/NH Evidence Based Program Advisory Council written articles for publication in two journals, will assist with expansion of the Wisdom Warriors Program and implementation of falls prevention programs in Indian Country.</p>
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AREA AGENCIES ON AGING AREA PLAN BUDGET

**AREA PLAN BUDGET SUMMARY**

AAA: Northwest Regional Council

BUDGET PERIOD: January 1 - December 31, 2020

BARS CODE	Contract or Direct	Number	Unit	Persons Served	AL TSA Funding	All Other Funding	Total	Cost per Unit	
<b>AAA BUDGETED SERVICES</b>									
555 .10	<b>ADMINISTRATION</b>				<b>747,677</b>	<b>0</b>	<b>747,677</b>		
.11	Area Agency Planning/Administration	D			367,219	0	367,219		
.13	Core Services Contract Management	D			380,458	0	380,458		
555 .21	<b>COORDINATION</b>	D			<b>200,000</b>	<b>0</b>	<b>200,000</b>		
555 .31	<b>LEGAL ASSISTANCE</b>	C	578	Hours	180	<b>54,072</b>	<b>9,542</b>	<b>63,614</b>	110.06
555 .40	<b>ACCESS SERVICES</b>				<b>4,591,708</b>	<b>433,636</b>	<b>5,025,344</b>		
.42	Information & Assistance	C/D	18,000	Contacts	8,000	806,236	404,260	1,210,496	67.25
.43.1	Case Management/Nursing Services - Core S	C/D	1,850	Cases	1,850	3,785,472	25,376	3,810,848	2,059.92
.43.2	Case Management - Aging Network	D	4	Hours	2	0	4,000	4,000	1,000.00
555 .50	<b>IN-HOME SERVICES</b>				<b>115,896</b>	<b>89,173</b>	<b>205,069</b>		
.59	Volunteer Services	C	13,620	Hours	715	109,359	88,019	197,378	14.49
.50	Other In-home Services (Respite)	C	250	Hours	8	6,537	1,154	7,691	30.76
.50	Other In-home Services	0	0	(Enter Unit)	0	0	0	0	--
555 .60	<b>NUTRITION SERVICES</b>				<b>1,121,047</b>	<b>2,472,179</b>	<b>3,593,226</b>		
.61	Congregate Meals	C	178,000	Meals	3,571	603,761	941,279	1,545,040	8.68
.63	Nutrition Education & Outreach	C	104	Sessions	885	500	0	500	4.81
.64	Home Delivered Meals	C	218,000	Meals	1,537	463,800	1,530,900	1,994,700	9.15
.67	Senior Farmer's Mrkt (SFMNP) Food/Checks	C	1,192	Participants	1,192				40.00
.67.1	Food Purchased					4,200	0	4,200	
.67.2	Checks Received					43,480	0	43,480	
.67.3	Service Delivery					5,306	0	5,306	
555 .70-.80	<b>SOCIAL &amp; HEALTH SERVICES</b>				<b>1,158,272</b>	<b>169,722</b>	<b>1,327,994</b>		
.74	Senior Drug Education	D	1,200	Trainings	2,300	12,612	0	12,612	10.51
.75	Disease Prevention/Health Promotion	C	13	Sessions	156	26,000	0	26,000	2,000.00
.76	Elder Abuse Prevention	D	1	Hours	1	72	0	72	57.34
.78	Kinship Care								
.78.1	Kinship Caregivers Support Program								
.78.1a	Service Delivery & Subcontractor Admin.					27,203	0	27,203	
.78.1b	Goods and Services	C	110	Items/Services	110	81,609	0	81,609	741.90
.78.2	Kinship Navigator Services	C	180	Contacts/Activities	180	39,819	0	39,819	221.22
.78.2a	Kinship Navigator Service Delivery					4,424	0	4,424	
.79	Family Caregiver Support Program								
.79.1	Information Services	C/D				85,445	41,314	126,759	
.79.2a	Access Assistance	C/D				356,986	67,408	424,394	46.08
.79.2b	Support Services	C				74,753	0	74,753	131.84
.79.3	Respite Care Services	C				367,669	0	367,669	17.81
.79.4	Supplemental Services	C				3,003	0	3,003	60.06
.79.5	Services to Grandparents/Relatives	D				0	0	0	
.79.5a	Information Services	D				7,732	0	7,732	
.79.5b	Access Assistance	D				0	0	0	

**See the FCSP Services Tab to Complete the Number, Units & Persons Served**

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AREA PLAN BUDGET SUMMARY**  
 AAA: Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

BARS CODE	Contract or Direct	Number	Unit	Persons Served	AL TSA Funding	All Other Funding	Total	Cost per Unit
.79.5c	D				0	0	0	
.79.5d	D				0	0	0	
.79.5e	D				0	0	0	
.79.6	C				66,986	0	66,986	
.88	C	200	Investigations	200	3,959	61,000	64,959	324.80
555 .90					<b>596,163</b>	<b>4,225,045</b>	<b>4,821,208</b>	
					1	0	1	
	0	0	Sessions	0	0	0	0	--
	0	0	Hours	0	0	0	0	--
	0	0	Contacts	0	0	0	0	--
	0	0	Contacts	0	0	0	0	--
	D	0	Applications	0	0	0	0	--
	C	9	Classes	72	18,000	0	18,000	2,000.00
	0	0	(Enter Unit)	0	0	0	0	--
	D	2	Clients	2	3,000	0	3,000	1,500.00
	D	2,782	Contacts	82	0	82,404	82,404	29.62
	0	0	(Enter Unit)	0	0	0	0	--
	C/D	1,175	Cases (billable)	1,175	0	3,024,000	3,024,000	2,573.62
					575,162	0	575,162	--
					0	850,500	850,500	--
					0	268,141	268,141	--
<b>Sub-Total - AAA Budgeted</b>					<b>8,584,835</b>	<b>7,399,297</b>	<b>15,984,132</b>	
<b>AAA NON-BUDGETED SERVICES</b>								
						247,000	247,000	
						52,800	52,800	
<b>Sub-Total - AAA Non-Budgeted</b>					<b>0</b>	<b>299,800</b>	<b>299,800</b>	
<b>Total AAA - Budgeted and Non-Budgeted</b>					<b>8,584,835</b>	<b>7,699,097</b>	<b>16,283,932</b>	

Notes: Non-Budgeted funds include all those reimbursed services over which the AAA has no discretion on spending. The services are either entitlement in nature, or specific spending requirements established by the source of the funds.



AREA AGENCIES ON AGING AREA PLAN BUDGET  
EXPENDITURE/REVENUE DETAIL BY FUNDING SOURCE

AAA: Northwest Regional Council

BUDGET PERIOD: January 1 - December 31, 2020

BARS CODE	Contract or Direct	Number	Unit	CFDA # Persons Served	Older Americans Act							NSIP 93.053	Title XIX		SCSA	State Family Caregiver
					93.044	93.045	93.045	93.043	93.052	93.041	93.778/93.791		93.778/93.791			
					Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse	OAA Total		Title XIX / Chore	Matched by SCSA/Local		
<b>555 .10 ADMINISTRATION</b>					<b>81,360</b>	<b>34,737</b>	<b>30,780</b>		<b>28,699</b>		<b>175,576</b>		<b>380,458</b>		<b>90,881</b>	<b>78,253</b>
.11 Area Agency Planning/Administration					81,360	34,737	30,780		28,699		175,576				90,881	78,253
.12 Interfund Payments for Services					0	0	0		0		0				0	0
.13 Core Services Contract Management													380,458			
<b>555 .21 COORDINATION</b>					<b>200,000</b>						<b>200,000</b>					
<b>555 .31 LEGAL ASSISTANCE</b>	<b>C</b>	<b>578</b>	Hours	<b>180</b>	<b>54,072</b>					<b>0</b>	<b>54,072</b>				<b>0</b>	
<b>555 .40 ACCESS SERVICES</b>					<b>278,386</b>						<b>278,386</b>		<b>3,577,980</b>	<b>275,434</b>	<b>459,908</b>	
.41 Transportation	0	0	One-way Trips	0	0						0				0	
.42 Information & Assistance	C/D	18,000	Contacts	8,000	278,386						278,386			159,000	368,850	
.43.1 Case Management/Nursing Services - Core Services	C/D	1,850	Cases	1,850									3,577,980	116,434	91,058	
.43.2 Case Management - Aging Network	D	4	Hours	2	0						0				0	
.44 Nursing Services - DDD	0	0	Visits	0							0		0		0	
.45 Nursing Services - Aging Network	0	0	Sessions	0	0						0				0	
.46 Nursing Services - Contracted with HCS	0	0	Visits	0							0		0		0	
.49 Contracted Front Door Functions (King only)	0	0	Cases	0							0		0		0	
<b>555 .50 IN-HOME SERVICES</b>					<b>6,537</b>			<b>0</b>			<b>6,537</b>				<b>0</b>	
.51 Chore Services - Aging Network	0	0	Hours	0	0						0				0	
.52 Personal Care Services - Aging Network	0	0	Hours	0	0						0				0	
.53 Home Health	0	0	Hours	0	0						0				0	
.54 Health Maintenance	0	0	Hours	0	0			0			0				0	
.55 Bath Assistance	0	0	Hours	0	0			0			0				0	
.56 Visiting and Telephone Reassurance	0	0	Contact	0	0			0			0				0	
.57 Minor Home Repair and Maintenance	0	0	Contact	0	0			0			0				0	
.58 Adult Day Care	0	0	Hours	0	0			0			0				0	
.59 Volunteer Services	C	13,620	Hours	715	0			0			0				0	
.50 Other In-home Services (Respite)	C	250	Hours	8	6,537			0			6,537				0	
.50 Other In-home Services	0	0	(Enter Unit)	0	0			0			0				0	
<b>555 .60 NUTRITION SERVICES</b>					<b>0</b>	<b>480,370</b>	<b>258,863</b>	<b>0</b>			<b>739,233</b>	<b>291,085</b>			<b>2</b>	
.61 Congregate Meals	C	178,000	Meals	3,571		480,370					480,370	123,390			1	
.63 Nutrition Education & Outreach	C	104	Sessions	885	0	0	0	0			0				0	
.64 Home Delivered Meals	C	218,000	Meals	1,537			258,863				258,863	167,695			1	
.65 Shopping Assistance	0	0	Assists	0			0	0			0				0	
.66 Registered Dietitian	0		Hours				0	0			0				0	
.67 Senior Farmer's Mkt (SFMNP) Food/Checks	C	1,192	Participants	1,192												
.67.1 Food Purchased															0	
.67.2 Checks Received															0	
.67.3 Service Delivery															0	
<b>555 .70-.80 SOCIAL &amp; HEALTH SERVICES</b>					<b>4</b>			<b>26,000</b>	<b>258,292</b>	<b>4,031</b>	<b>288,327</b>				<b>5</b>	<b>704,273</b>
.71 Adult Day Health Services	0	0	Hours	0	0						0				0	
.72 Geriatric Health Screening	0	0	Sessions	0	0			0			0				0	
.73 Medication Management	0	0	Sessions	0	0			0			0				0	
.74 Senior Drug Education	D	1,200	Trainings	2,300												
.75 Disease Prevention/Health Promotion	C	13	Sessions	156	0			26,000			26,000				0	
.76 Elder Abuse Prevention	D	1	Hours	1	0					72	72				0	
.77 Mental Health	0	0	Hours	0	0			0			0				0	
.78 Kinship Care																
.78.1 Kinship Caregivers Support Program																

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**EXPENDITURE/REVENUE DETAIL BY FUNDING SOURCE**  
 AAA: Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

BARS CODE	Contract or Direct	Number	Unit	CFDA # Persons Served	Older Americans Act						NSIP 93.053	DSHS Allocated 93.778/93.791	Title XIX AAA Requested 93.778/93.791	SCSA	State Family Caregiver	
					93.044 Title 3B	93.045 Title 3C1	93.045 Title 3C2	93.043 Title 3D	93.052 Title 3E	93.041 Elder Abuse						OAA Total
.78.1a			Service Delivery & Subcontractor Admin.													
.78.1b	C	110	Items/Services	110												
.78.2	C	180	Contacts/Activities	180	0						0					
.78.2a			Kinship Navigator Service Delivery													
.79			Family Caregiver Support Program													
.79.1	C/D		Information Services						47,344		47,344			1	38,100	
.79.2a	C/D		Access Assistance				1		160,853		160,854			1	196,131	
.79.2b	C		Support Services				1		41,362		41,363			1	33,389	
.79.3	C		Respite Care Services				1		1,000		1,001			1	366,667	
.79.4	C		Supplemental Services				1		1		2			1	3,000	
.79.5	D		Services to Grandparents/Relatives								0					
.79.5a	D		Information Services						7,732		7,732					
.79.5b	D		Access Assistance								0					
.79.5c	D		Support Services								0					
.79.5d	D		Respite Care Services								0					
.79.5e	D		Supplemental Services								0					
.79.6	C		Memory Care and Wellness Services (MCWS - NW and King only)												66,986	
.84	0	0	Contacts	0	0			0			0			0		
.88	C	200	Investigations	200	0						3,959			0		
.89	0	0	Issues	0	0			0			0			0		
555 .90			<b>OTHER ACTIVITIES</b>		1			18,000			18,001			0		
			Disaster Relief		1						1			0		
	0	0	Sessions	0	0			0			0			0		
	0	0	Hours	0	0			0			0			0		
	0	0	Contacts	0	0			0			0			0		
	0	0	Contacts	0	0			0			0			0		
	D	0	Applications	0							0			0		
	C	9	Classes	72			18,000				18,000					
	0	0	(Enter Unit)	0							0					
	D	2	Clients	2							0					
	D	2,782	Contacts	82	0						0			0		
	0	0	(Enter Unit)	0	0						0			0		
	C/D	1,175	Cases (billable)	1,175							0			0		
			Other (Medicaid Transformation Demonstration Project)								0					
			Other (Behavioral Health Program)								0					
			Other (Skagit County Care Coordination)								0					
			<b>Total Services</b>		539,000	480,370	258,863	44,000	258,292	4,031	1,584,556	291,085	3,577,980	275,434	459,915	704,273
			<b>Total Expenditures</b>		620,360	515,107	289,643	44,000	286,991	4,031	1,760,132	291,085	3,958,438	275,434	550,796	782,526

AREA AGENCIES ON AGING AREA PLAN BUDGET  
EXPENDITURE/REVENUE DETAIL BY FUNDING SOURCE

AAA: Northwest Regional Council

BUDGET PERIOD: January 1 - December 31, 2020

BARS CODE	Kinship Caregiver Support	Kinship Navigator	Sr Farmers Market State	Sr Farmers Market Fed 10.576	Total Sr Farmers Market	Medicaid		Total ALTSA	Non-ALTSA Funding Sources	Grand Total	Description
						transformatio Demonstratio 93.778	Other ALTSA Funding				
<b>555 .10 ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,509</b>	<b>747,677</b>	<b>0</b>	<b>747,677</b>	
.11 Area Agency Planning/Administration	0	0	0	0	0	0	22,509	367,219	0	367,219	Vol Services Admin = 9,509 and Caregiver Training Admin = 13,000
.12 Interfund Payments for Services	0	0	0	0	0	0	0	0	0	0	
.13 Core Services Contract Management								380,458	0	380,458	
<b>555 .21 COORDINATION</b>								<b>200,000</b>	<b>0</b>	<b>200,000</b>	Match from SCSA
<b>555 .31 LEGAL ASSISTANCE</b>								<b>54,072</b>	<b>9,542</b>	<b>63,614</b>	Match from in-kind hours provided by subcontractor
<b>555 .40 ACCESS SERVICES</b>						<b>0</b>	<b>0</b>	<b>4,591,708</b>	<b>433,636</b>	<b>5,025,344</b>	
.41 Transportation								0	0	0	
.42 Information & Assistance						0	0	806,236	404,260	1,210,496	Match from SCSA. Non ALTSA is subcontractor local resources
.43.1 Case Management/Nursing Services - Core Services								3,785,472	25,376	3,810,848	Non ALTSA is certified public expenditures used as match (see note below)
.43.2 Case Management - Aging Network								0	4,000	4,000	Non ALTSA is LEOFF, other private pay
.44 Nursing Services - DDD								0	0	0	
.45 Nursing Services - Aging Network								0	0	0	
.46 Nursing Services - Contracted with HCS								0	0	0	Note: TXIX Requested matched with \$25,376 Island County funds
.49 Contracted Front Door Functions (King only)								0	0	0	resources used to support the TXIX program.
<b>555 .50 IN-HOME SERVICES</b>							<b>109,359</b>	<b>115,896</b>	<b>89,173</b>	<b>205,069</b>	
.51 Chore Services - Aging Network								0	0	0	
.52 Personal Care Services - Aging Network								0	0	0	
.53 Home Health								0	0	0	
.54 Health Maintenance								0	0	0	
.55 Bath Assistance								0	0	0	
.56 Visiting and Telephone Reassurance								0	0	0	
.57 Minor Home Repair and Maintenance								0	0	0	
.58 Adult Day Care								0	0	0	
.59 Volunteer Services							109,359	109,359	88,019	197,378	Non ALTSA is subcontractor local resources
.50 Other In-home Services (Respite)								6,537	1,154	7,691	Match from SFCSA, other discretionary local funds
.50 Other In-home Services								0	0	0	
<b>555 .60 NUTRITION SERVICES</b>			<b>39,747</b>	<b>13,739</b>	<b>53,486</b>		<b>37,241</b>	<b>1,121,047</b>	<b>2,472,179</b>	<b>3,593,226</b>	
.61 Congregate Meals							0	603,761	941,279	1,545,040	Match is from Non ALTSA subcontractor local resources
.63 Nutrition Education & Outreach			500		500			500	0	500	
.64 Home Delivered Meals							37,241	463,800	1,530,900	1,994,700	Match is from Non ALTSA subcontractor local resources. Non ALTSA also includes Whatcom County funding of \$60,000 for Meals on Wheels
.65 Shopping Assistance								0	0	0	
.66 Registered Dietitian								0	0	0	
.67 Senior Farmer's Mrkt (SFMNP) Food/Checks								0	0	0	
.67.1 Food Purchased			4,200		4,200			4,200	0	4,200	
.67.2 Checks Received			31,080	12,400	43,480			43,480	0	43,480	
.67.3 Service Delivery			3,967	1,339	5,306			5,306	0	5,306	
<b>555 .70-.80 SOCIAL &amp; HEALTH SERVICES</b>	<b>108,812</b>	<b>44,243</b>					<b>12,612</b>	<b>1,158,272</b>	<b>169,722</b>	<b>1,327,994</b>	
.71 Adult Day Health Services								0	0	0	
.72 Geriatric Health Screening								0	0	0	
.73 Medication Management								0	0	0	
.74 Senior Drug Education							12,612	12,612	0	12,612	
.75 Disease Prevention/Health Promotion								26,000	0	26,000	
.76 Elder Abuse Prevention								72	0	72	No match required for VIIB
.77 Mental Health								0	0	0	
.78 Kinship Care								0	0	0	
.78.1 Kinship Caregivers Support Program								0	0	0	

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**EXPENDITURE/REVENUE DETAIL BY FUNDING SOURCE**  
 AAA: Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

		Kinship Caregiver Support	Kinship Navigator	Sr Farmers Market State	Sr Farmers Market Fed 10.576	Total Sr Farmers Market	Medicaid Transformation Demonstration 93.778	Other ALTSA Funding	Total ALTSA	Non-ALTSA Funding Sources	Grand Total	Description
BARS CODE												
.78.1a	Service Delivery & Subcontractor Admin.	27,203							27,203	0	27,203	
.78.1b	Goods and Services	81,609							81,609	0	81,609	
.78.2	Kinship Navigator Services		39,819						39,819	0	39,819	
.78.2a	Kinship Navigator Service Delivery		4,424						4,424	0	4,424	
.79	Family Caregiver Support Program								0			
.79.1	Information Services								85,445	41,314	126,759	Match from SFCSF for OAA, Non ALTSA is Subcontractor local resources
.79.2a	Access Assistance								356,986	67,408	424,394	Match from SFCSF for OAA, Non ALTSA is Subcontractor local resources
.79.2b	Support Services								74,753	0	74,753	Match from SFCSF for OAA.
.79.3	Respite Care Services								367,669	0	367,669	Match from SFCSF for OAA.
.79.4	Supplemental Services								3,003	0	3,003	Match from SFCSF for OAA.
.79.5	Services to Grandparents/Relatives								0	0	0	
.79.5a	Information Services								7,732	0	7,732	Match from Kinship Caregiver Support Program (KCSP) for OAA
.79.5b	Access Assistance								0	0	0	
.79.5c	Support Services								0	0	0	
.79.5d	Respite Care Services								0	0	0	
.79.5e	Supplemental Services								0	0	0	
.79.6	Memory Care and Wellness Services (MCWS - NW and King only)								66,986	0	66,986	
.84	Health Appliance/Limited Health Care								0	0	0	
.88	Long Term Care Ombudsman								3,959	61,000	64,959	No match required for VII-B, Other funding is Subcontractor
.89	Newsletters								0	0	0	
555 .90	<b>OTHER ACTIVITIES</b>						575,162	3,000	596,163	4,225,045	4,821,208	
	Disaster Relief								1	0	1	
	Foot care								0	0	0	
	Peer Counseling								0	0	0	
	Outreach								0	0	0	
	Aging & Disability Resource Center (ADRC) (Enhanced Options Couns								0	0	0	
	MIPPA								0	0	0	
	Chronic Disease Self Management Program (CDSMP)								18,000	0	18,000	No match required for IIID
	Home Care Referral Registry (HCRR)								0	0	0	
	Veterans Directed Home Services								3,000	0	3,000	
	Other (Resident Services Coordination)								0	82,404	82,404	Funding from Housing Authorities
	Other ()								0	0	0	
	Other (Health Home Lead & Care Coordination Org.)								0	3,024,000	3,024,000	Funding from Health Care Authority and Managed Care Organizations
	Other (Medicaid Transformation Demonstration Project)						575,162	0	575,162	0	575,162	
	Other (Behavioral Health Program)								0	850,500	850,500	Funding from Managed Care Organizations
	Other (Skagit County Care Coordination)								0	268,141	268,141	Funding from Skagit County
	<b>Total Services</b>	<b>108,812</b>	<b>44,243</b>	<b>39,747</b>	<b>13,739</b>	<b>53,486</b>	<b>575,162</b>	<b>162,212</b>	<b>7,837,158</b>	<b>7,399,297</b>	<b>15,236,455</b>	
	<b>Total Expenditures</b>	<b>108,812</b>	<b>44,243</b>	<b>39,747</b>	<b>13,739</b>	<b>53,486</b>	<b>575,162</b>	<b>184,721</b>	<b>8,584,835</b>	<b>7,399,297</b>	<b>15,984,132</b>	

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AREA PLAN FORMULA WORKSHEET**  
 AAA: Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

**MATCH REQUIREMENT COMPUTATION**

	Title 3B Supportive Services	Title 3C1 Congregate Meals	Title 3C2 Home Delivered Meals	Title 3D Disease Prevention / Health Prom.	Title 3E Nat'l Family Caregiver Support	OAA Total	TXIX Matched by SCSA/Local	Total Match
Administration Match	27,120	11,579	10,260		9,566	58,525	0	58,525
Services Match	95,118	84,771	45,682		86,097	311,668	275,434	587,102
Total Match	122,238	96,350	55,942		95,664	370,193	275,434	645,627

**REQUIRED MATCH**

	Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	OAA Total
% of Admin. Match Budgeted (OAA Min. 25%)	25.00%	25.00%	25.00%			
% of Services Match Budgeted (OAA Min. 15%)	15.00%	15.00%	15.00%			
% of Total Match Budgeted (T3E only, Minimum 25%)					25.00%	
% Administration to Total Grant Dollars	13.11%	6.74%	10.63%		10.00%	10.00%

**ADMINISTRATION EXPENDITURE LIDS**

T3E - must not exceed 10%.  
 OAA Total - Must be exactly 10% if Coordination is budgeted.  
 OAA Total - Must not exceed 10% if Coordination is not budgeted.

Title 3E	OAA Total
10.00%	10.00%

**OAA MINIMUM FUNDING LEVEL**

T3B Funds  
 Access Services (Minimum 15%)  
 Legal Services (Minimum 11%)  
 In-Home Services (Minimum 1%)

AAA Level	Legal - Pre Transfer
44.87%	
8.72%	11.48%
1.05%	

**LIDS**

Administration (SCSA 16.5% Max., SFCSP and KinNav 10% Max.)  
 FCSP - Respite Services (53% Max. SFCSP, 35% Max. Title 3E Funds)  
 KCSP - Admin and Service Delivery (25% total Max.);

SCSA	SFCSP	Title 3E	KCSP	KinNav
16.50%	10.00%			0.00%
	46.86%	0.35%		
			25.00%	



AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Pool - General Administrative

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA/Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora l Health	Non - ALTSA Local
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door														
<b>Full Time Equivalents:</b>																											
Total FTEs	13.14																										
<b>Direct Services:</b>																											
10 Salaries & Wages	881,135	25,118	10,851	11,612	0	16,788	0	0	17,866	141,569	0	0	0	11,399	22,019	61,454	30,251	0	0	0	12,605	198,665	139,011	67,521	42,746	71,660	
20 Personnel Benefits	373,083	9,620	3,902	4,326	0	7,871	0	0	7,538	59,884	0	0	0	4,813	9,324	27,258	11,242	0	0	0	5,181	84,063	59,035	28,633	18,241	32,152	
30-80 All Other Costs	209,835	9,139	8,194	7,586	0	1,725	0	0	4,062	32,493	0	0	0	2,599	5,078	9,707	13,201	0	0	0	3,452	45,692	32,492	15,657	10,258	8,500	
90 Interfund Pmts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Direct Expenditures</b>	<b>1,464,053</b>	<b>43,877</b>	<b>22,947</b>	<b>23,524</b>	<b>0</b>	<b>26,384</b>	<b>0</b>	<b>0</b>	<b>29,466</b>	<b>233,946</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,811</b>	<b>36,421</b>	<b>98,419</b>	<b>54,694</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,238</b>	<b>328,420</b>	<b>230,538</b>	<b>111,811</b>	<b>71,245</b>	<b>112,312</b>	

	ALTSA	Non_ALTSA	Total
Percentage	42%	58%	100%
FTE	5.47	7.67	13.14
Funding	\$ 609,727	\$ 854,326	\$ 1,464,053

Correct  
Correct

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Pool - Planning & Contracting

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA/Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora l Health	Non - ALTSA Local	
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door															
<b>Full Time Equivalents:</b>																												
Total FTEs	4.59																											
<b>Direct Services:</b>																												
10 Salaries & Wages	331,773	9,423	8,071	4,859	0	1,354	0	0	238,396	7,585	0	0	0	1,973	5,290	10,712	13,026	0	0	0	5,850	0	24,000	0	0	0	0	1,234
20 Personnel Benefits	140,701	3,938	3,385	2,064	0	571	0	0	101,436	3,181	0	0	0	834	2,236	4,486	5,465	0	0	0	2,455	0	10,139	0	0	0	0	511
30-80 All Other Costs	15,499	310	334	333	0	65	0	0	11,160	310	0	0	0	115	310	397	542	0	0	0	248	0	1,360	0	0	0	0	15
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>487,973</b>	<b>13,671</b>	<b>11,790</b>	<b>7,256</b>	<b>0</b>	<b>1,990</b>	<b>0</b>	<b>0</b>	<b>350,992</b>	<b>11,076</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,922</b>	<b>7,836</b>	<b>15,595</b>	<b>19,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,553</b>	<b>0</b>	<b>35,499</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,760</b>	

	ALTSA	Non_ALTSA	Total
Percentage	92%	8%	100%
FTE	4.24	0.35	4.59
Funding	\$ 450,714	\$ 37,259	\$ 487,973

Correct  
Correct



AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Pool - Care Management (Case Aides & Supervisors)

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Caregiver Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora I Health	Non - ALTSA Local
		Title	Title	Title	Title	Title	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door														
		3B	3C1	3C2	3D	3E																					
<b>Full Time Equivalents:</b>																											
Total FTEs	15.00																										
<b>Direct Services:</b>																											
10 Salaries & Wages	899,698	0	0	0	0	0	0	0	0	0	395,747	0	0	0	5,587	0	5,587	0	0	0	0	931	0	268,286	0	133,072	90,488
20 Personnel Benefits	399,709	0	0	0	0	0	0	0	0	0	176,203	0	0	0	2,478	0	2,478	0	0	0	0	413	0	118,980	0	59,015	40,142
30-80 All Other Costs	103,729	0	0	0	0	0	0	0	0	0	50,555	0	0	0	586	0	586	0	0	0	0	208	0	28,148	0	13,962	9,684
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>1,403,136</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>622,505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,651</b>	<b>0</b>	<b>8,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,552</b>	<b>0</b>	<b>415,414</b>	<b>0</b>	<b>206,049</b>	<b>140,314</b>

**ALTSA/Non-ALTSA Breakout Section**

	ALTSA	Non_ALTSA	Total
Percentage	46%	54%	100%
FTE	6.86	8.14	15.00 <span style="color: red;">Correct</span>
Funding	\$ 641,359	\$ 761,777	\$ 1,403,136 <span style="color: red;">Correct</span>

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Pool - Community Programs (Supervision and Support)

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA/Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora l Health	Non - ALTSA Local		
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door																
<b>Full Time Equivalents:</b>																													
Total FTEs	1.79																												
<b>Direct Services:</b>																													
10 Salaries & Wages	104,961	15,757	0	0	0	21,114	0	0	0	0	0	0	0	5,171	29,568	11,474	19,251	0	0	0	700	0	0	0	0	0	0	1,926	
20 Personnel Benefits	42,041	6,573	0	0	0	8,178	0	0	0	0	0	0	0	2,102	11,753	4,731	7,609	0	0	0	292	0	0	0	0	0	0	803	
30-80 All Other Costs	3,419	345	0	0	0	256	0	0	0	0	0	0	0	67	1,432	817	390	0	0	0	30	0	0	0	0	0	0	82	
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Direct Expenditures</b>	<b>150,421</b>	<b>22,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,548</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,340</b>	<b>42,753</b>	<b>17,022</b>	<b>27,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,811</b>		

	ALTSA	Non_ALTSA	Total
Percentage	98%	2%	100%
FTE	1.76	0.03	1.79
Funding	\$ 147,610	\$ 2,811	\$ 150,421

Correct  
Correct

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Coordination

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora I Health	Non - ALTSA Local		
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door																
<b>Full Time Equivalents:</b>																													
Total FTEs	1.15																												
<b>Direct Services:</b>																													
10 Salaries & Wages	99,674	99,674	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20 Personnel Benefits	37,528	37,528	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30-80 All Other Costs	62,798	62,798	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

	ALTSA	Non_ALTSA	Total
Percentage	100%	0%	100%
FTE	1.15	0.00	1.15
Funding	\$ 200,000	\$ -	\$ 200,000

Correct  
Correct

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Community Programs (ADR, FCSP, RSC, Tribal, Medicaid Demonstration)

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA/Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora l Health	Non - ALTSA Local	
		Title	Title	Title	Title	Title	Elder Abuse	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door															
		3B	3C1	3C2	3D	3E	Prevention																					
<b>Full Time Equivalents:</b>																												
Total FTEs	15.50																											
<b>Direct Services:</b>																												
10 Salaries & Wages	696,880	166,951	0	0	0	82,696	0	0	0	0	0	0	0	63,290	239,925	43,916	96,638	0	0	0	0	3,464	0	0	0	0	0	0
20 Personnel Benefits	334,553	79,075	0	0	0	40,321	0	0	0	0	0	0	0	30,349	116,648	19,405	47,078	0	0	0	0	1,677	0	0	0	0	0	0
30-80 All Other Costs	178,477	33,501	0	0	0	16,452	72	0	0	0	0	0	0	7,388	53,675	32,124	34,650	0	0	0	0	615	0	0	0	0	0	0
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>1,209,910</b>	<b>279,527</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>139,469</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>101,027</b>	<b>410,248</b>	<b>95,445</b>	<b>178,366</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,756</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

	ALTSA	Non_ALTSA	Total
Percentage	100%	0%	100%
FTE	15.50	0.00	15.50
Funding	\$ 1,209,910	\$ -	\$ 1,209,910

Correct  
Correct

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Case Management

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED					Matched by SCSA Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behaviora I Health	Non - ALTSA Local		
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door																
<b>Full Time Equivalents:</b>																													
Total FTEs	19.15																												
<b>Direct Services:</b>																													
10 Salaries & Wages	1,367,942	0	0	0	0	0	0	0	0	0	1,333,942	0	0	0	17,000	0	17,000	0	0	0	0	0	0	0	0	0	0	0	0
20 Personnel Benefits	598,749	0	0	0	0	0	0	0	0	0	582,749	0	0	0	8,000	0	8,000	0	0	0	0	0	0	0	0	0	0	0	0
30-80 All Other Costs	361,096	0	0	0	0	0	0	0	0	0	360,984	0	0	0	56	0	56	0	0	0	0	0	0	0	0	0	0	0	0
90 Interfund Pymnts for Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>2,327,787</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,277,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,056</b>	<b>0</b>	<b>25,056</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**ALTSA/Non-ALTSA Breakout Section**

	ALTSA	Non_ALTSA	Total
Percentage	100%	0%	100%
FTE	19.15	0.00	19.15
Funding	\$ 2,327,787	\$ -	\$ 2,327,787

Correct  
Correct

AREA AGENCIES ON AGING AREA PLAN BUDGET  
**AAA INDIVIDUAL DIRECT SERVICES WORKSHEET**  
 AAA Northwest Regional Council  
 BUDGET PERIOD: January 1 - December 31, 2020

COST CENTER OR COST POOL: Other non-ALTSA

	TOTAL	OLDER AMERICAN'S ACT						Elder Abuse Prevention	NSIP	DSHS ALLOCATED					Matched by SCSA/Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Caregiver Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behavioral Health	Non - ALTSA Local
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Core Svcs Contract Management			TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door														
<b>Full Time Equivalents:</b>																											
Total FTEs	43.81																										
<b>Direct Services:</b>																											
10 Salaries & Wages	2,490,074	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	396,026	657,466	889,752	365,443	181,387
20 Personnel Benefits	1,160,138	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	193,935	309,748	403,219	164,949	88,287
30-80 All Other Costs	562,751	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	74,690	201,443	44,194	160,113	82,311
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>4,212,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>664,651</b>	<b>1,168,657</b>	<b>1,337,165</b>	<b>690,505</b>	<b>351,985</b>	

	ALTSA	Non_ALTSA	Total
Percentage	0%	100%	100%
FTE	0.00	43.81	43.81
Funding	\$ -	\$ 4,212,963	\$ 4,212,963

Correct  
Correct

AAA TOTAL DIRECT SERVICES WORKSHEET INCLUDING SUBCONTRACTED COSTS

AAA Northwest Regional Council

BUDGET PERIOD: January 1 - December 31, 2020

PLEASE ENTER ALL SUBCONTRACTED COST BY FUNDING SOURCE ON LINE 30 BELOW

	TOTAL	OLDER AMERICAN'S ACT							NSIP	DSHS ALLOCATED																
		Title 3B	Title 3C1	Title 3C2	Title 3D	Title 3E	Elder Abuse Prevention	Core Svcs Contract Management		TXIX / Chore CMNS	Nurse Services DDD	Nurse Svcs Contracted With HCS	Contract Front Door	Matched by SCSA Local	Medicaid Transform. Demonstr.	SCSA	State Family Caregiver	Kinship Caregiver Support	Kinship Navigator	Senior Farmers Market	Other ALTSA Funding	Non - ALTSA Medicaid Transp	Non - ALTSA Health Homes	Non - ALTSA Jail Health	Non - ALTSA Behavioral Health	Non - ALTSA Local
<b>Full Time Equivalents:</b>																										
Total FTEs	114.13																									
<b>Direct Services:</b>																										
10 Salaries & Wages	6,872,137	316,923	18,922	16,471	0	121,952	0	0	256,262	1,878,843	0	0	0	104,420	296,802	150,143	159,166	0	0	0	23,550	594,691	1,088,763	957,273	541,261	346,695
20 Personnel Benefits	3,086,502	136,734	7,287	6,390	0	56,941	0	0	108,974	822,017	0	0	0	48,576	139,961	66,358	71,394	0	0	0	10,018	277,998	497,902	431,852	242,205	161,895
30-80 All Other Cost	1,497,605	106,093	8,528	7,919	0	18,498	72	0	15,222	444,342	0	0	0	10,811	60,495	43,687	48,783	0	0	0	4,553	120,382	263,443	59,851	184,333	100,592
90 Interfund Pymnts for Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenditures</b>	<b>11,456,243</b>	<b>559,750</b>	<b>34,737</b>	<b>30,780</b>	<b>0</b>	<b>197,391</b>	<b>72</b>	<b>0</b>	<b>380,458</b>	<b>3,145,202</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>163,807</b>	<b>497,258</b>	<b>260,188</b>	<b>279,343</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,121</b>	<b>993,071</b>	<b>1,850,108</b>	<b>1,448,976</b>	<b>967,799</b>	<b>609,182</b>
<b>Total Subcontracted Expenditures</b>	7,798,454	60,610	480,370	258,863	44,000	89,600	3,959	291,085	0	299,644	0	0	0	111,627	77,904	290,608	503,183	108,812	44,243	53,486	146,600	3,360,000	1,428,000	0	0	145,860
<b>Total Other Subcontractor Resources</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenditures<sup>1</sup></b>	<b>19,254,697</b>	<b>620,360</b>	<b>515,107</b>	<b>289,643</b>	<b>44,000</b>	<b>286,991</b>	<b>4,031</b>	<b>291,085</b>	<b>380,458</b>	<b>3,444,846</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,434</b>	<b>575,162</b>	<b>550,796</b>	<b>782,526</b>	<b>108,812</b>	<b>44,243</b>	<b>53,486</b>	<b>184,721</b>	<b>4,353,071</b>	<b>3,278,108</b>	<b>1,448,976</b>	<b>967,799</b>	<b>755,042</b>

<sup>1</sup> The Total Expenditures line shown above must equal the Grand Total line on the Expenditure Detail By Funding Source worksheet. Total ALTSA Funding per this Reconciliation = 8,451,701

Grand Total Line on Expenditure/Revenue Det: 8,584,835

Difference = (133,134)

See Note Below for explanation of Difference

ALTSA/Non-ALTSA Breakout Section

	ALTSA	Non_ALTSA	Total
Percentage	49%	51%	100%
FTE	55.66	58.47	114.13
Funding	\$ 5,587,107	\$ 5,869,136	\$ 11,456,243

Correct

Correct

Difference : 0

Reconciliation	total altsa	620,360	515,107	289,643	44,000	286,991	4,031	291,085	380,458	3,577,980	0	0	0	275,434	575,162	550,796	782,526	108,812	44,243	53,486	184,721	
Grand Total Line from Expenditure Det:	8,584,835																					
Difference	(133,134)	-	-	-	-	-	-	-	-	(133,134)	-	-	-	-	-	-	-	-	-	-	-	-
	Error	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Error	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct	Correct

If error amount is due to rounding, ignore

Note

see note below for explanation

(fund balance)

Note) TXIX Revenue Projections are based on DSHS caseload estimates, which have been subject to volatility. As much as \$110,000 in projected revenues may not be realized. Consequently, expense projections to that fund source have been conservative.

\$ 3,470,641	97%
3,577,980	
107,339	

AREA AGENCIES ON AGING AREA PLAN BUDGET

**Family Caregiver Support Program - Number of Units and Persons Served**

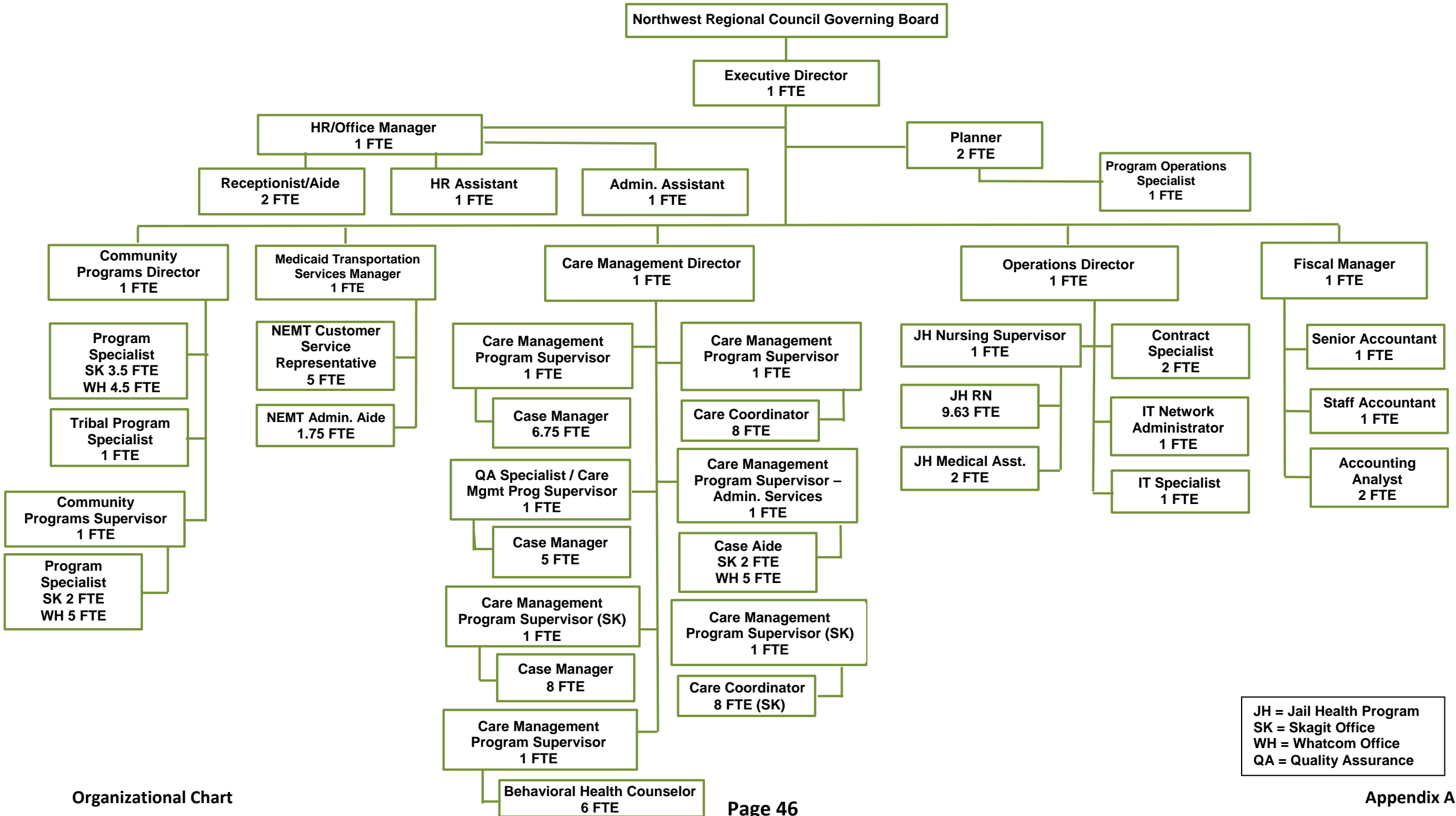
AAA: Northwest Regional Council

BUDGET PERIOD: January 1 - December 31, 2020

.79 Family Caregiver Support Program	Contract or Direct	Number	Service Units	Persons Served
.79.1 Information Services	C/D	216	Outreach Activities	2,874
.79.2 Access Assistance		9,210		2,015
	C/D	8,000	Contacts	1,110
	C/D	450	Screenings	280
	C/D	760	Assessment/Coordination/Care Pla	625
.79.2 Support Services		567		493
	C	43	Counseling Sessions	26
	C	208	Training Sessions	179
	C	316	Support Groups Sessions	288
.79.3 Respite Care Services	C	20,644	Hours	196
.79.4 Supplemental Services	C	50	Services / Hours / Units	50
.79.5 Services to Grandparents/Relatives				
.5.a Information Services	D	0	Outreach Activities	0
.5.b Access Assistance				
	D	0	Contacts	0
	D	0	Screenings	0
	D	0	Assessment/Coordination/Care Pla	0
.5.c Support Services				
	C	0	Counseling Sessions	0
	C	0	Training Sessions	0
	C	0	Support Group Sessions	0
.5.d Respite Care Services	C	0	Hours	0
.5.e Supplemental Services	C	0	Services / Hours / Units	0
.79.6 Memory Care and Wellness Services				
Memory Care Days	C	1,236	Days	47



# Staff Organization of the Northwest Regional Council



JH = Jail Health Program  
 SK = Skagit Office  
 WH = Whatcom Office  
 QA = Quality Assurance

Northwest Regional Council Staffing Plan

Position Title	Total Staff	Staff Initials	Position Description
Executive Director	1 FTE	DM	Directs and supervises all activities provided by the agency
Care Management Director	1 FTE	AM	Oversees all Care Management and Nursing Services
Operations Director	1 FTE	KG	Oversees contracts, IT, and Jail Health program, facilities, risk management, other local government activities, and disaster planning
Community Programs Director	1 FTE	MW	Oversees Community Programs activities and Tribal Outreach
Medicaid Transportation Services Manager	1 FTE	AH	Manages brokered transportation services
Community Programs Director	1 FTE	MW	Oversees Community Programs activities and Tribal Outreach
Community Programs Supervisor	1 FTE	SM	Oversees ADRC/FCSP/ RSC programs and provides planning for I&A services through contracts with community partners
Human Resources/Office Manager	1 FTE	PE	Support for Executive Director, office management, human resource activities
Planner	2 FTE	EA, RB	Planning, program development, advocacy
Contract Specialist	2 FTE	AR, MD	Contracts documentation and ongoing management
HR Assistant	1 FTE	LM	HR/administrative support
Program Specialist	15 FTE	AA, AC, CK, EJ, HK, JC, JP, KM, KW, MR, NT, SA, SF, SM, Vacant (new)	Coordination for program activities  *2020 Budget, 1 new position
Tribal Program Specialist	1 FTE	RB	Provides coordination for tribal activities for the region; services as tribal liaison
NEMT Customer Service Representative	5 FTE	HH, LT, NW, SK, SV	Screens clients and authorizes Non-Emergent Medicaid Transportation services
Administrative Aide	1.75 FTE	GM, RS (.75)	Provides administrative support to the Non-Emergent Medicaid Transportation Program
Care Management Program Supervisor - Skagit	2 FTE	KA, SD	Manages Skagit County operations/office; supervises Care Management staff

Position Title	Total Staff	Staff Initials	Position Description
QA Specialist/Case Management Program Supervisor	1 FTE	RP	Oversees QA process, Supervises Care Management Staff
Case Manager/Care Coordinator/RN Case Manager	35.75 FTE	AC, AC, AR, BC, BB, BP, BP, CK, CS, CW, DM, DS, DT, EC, ET, JG, JL, KH, KM, KV, LG, LM, MB, MD, MD, MS, NL, PB, RB, RS, SR, ST, TL, TS, BT (.25), GR (.5) Vacant (new)	Case Management/Care Coordination/nurse services to program clients  *2020 Budget, 1 new position
Behavioral Health Counselor	6 FTE	CR, NL, PA  Vacant (new)	Provides in-home counseling services  *2020 Budget, 3 new positions
Care Management Supervisor - Whatcom	3 FTE	JW, SS  Vacant (new)	Supervises Whatcom County Care Management staff  *2020 Budget, new position
Care Management Program Supervisor - Administrative Services	1 FTE	KZ	Manages and supervises case aides
Case Aide	7 FTE	BR, DC, EV, HW, JZ, KM, RC	Processes Individual Provider contracts and manages caregiver training database; provides support to Care Management staff
Program Operations Specialist	1 FTE	JS	Provides Health Home Lead coordination and support
Fiscal Manager	1 FTE	CM	Oversees budgeting and accounting operations; supervises accounting staff
Senior Accountant	1 FTE	HF	Provides budgeting and accounting operations
Accounting Analyst	2 FTE	GD, KF	General fiscal support; processes and reconciles financial documentation
Staff Accountant	1 FTE	KP	Provides lead fiscal and reporting support
Receptionist/Administrative Aide	2 FTE	JJ, LB	Reception/general office support

Position Title	Total Staff	Staff Initials	Position Description
Information Technology Specialist	1 FTE	BC	Provides IT support to agency staff
IT Network Administrator	1 FTE	GC	Provides technical assistance to computer users on various software & database applications
Administrative Assistant	1 FTE	LP	Provides general office support
Jail Health Nursing Supervisor	1 FTE	BB	Responsible for daily operations of Whatcom County Jail Health Program
Jail Health Program Registered Nurse	9.63 FTE	AA, AC, EB, JL, JF, KP, KW, RS, SE, KK (.63)	Provides clinical services to inmates of Whatcom County Jail
Jail Health Program Medical Assistant	2 FTE	JM, LL	Provides clerical support to Whatcom County Jail Health Program
<b>Total FTE</b>	<b>114.13</b>		*Some budgeted positions are vacant/hiring is in process at this time.

Number of Full-Time Staff	103 employees
Number of Part-Time Staff	4 employees
Total Number of All Current Staff	107 employees
Total Number of Minority Staff by race/ethnicity:	
American Indian/Alaskan Native	1 employees
Caucasian	93 employees
Two or More Races	6 employees
Hispanic/Latino	3 employees
Black	2 employees
Asian	2 employees
Total Number of Staff over age 60	14 employees
Total Number of Staff self-indicating a disability	1 employees
Number of hours considered full-time at NWRC	40 hours per week

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## Emergency Response Plan

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Review Date: September 3, 2019

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  - b. Safety
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2. Business Continuity
3. Staff Preparedness
4. Client Preparedness
5. NWRC Key Contacts
6. Local Emergency Resources Contacts
7. Inter-Agency Agreements

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2. Communications
3. Contacting High-Risk Clients
4. Contacting Aging and Disability Services
5. Contacting Local Emergency Resources
6. Emergency Response Checklist

#### **SECTION D: ATTACHMENTS**

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| Attachment 3 | Contractors/Services Provider Contacts |
| Attachment 4 | Outline: Emergency Management Planning |

## Section A: POLICY STATEMENT

### 1. Policy Statement

Northwest Regional Council (NWRC) is a Council of Governments for Island, San Juan, Skagit, and Whatcom Counties and will serve as an important support agency during an emergent event or disaster in our service area.

In the event of a major disaster that may result in significant disruption of client services, Northwest Regional Council will make every effort to maintain services to all high-risk clients, to coordinate efforts with Aging & Long-Term Services Administration (AL TSA) and the Health Care Authority (HCA), and to notify local emergency management responders (e.g. police, fire, city emergency management, public health) when concerns for the safety of individual clients arise.

#### a. Continuity of Services

In case of events and/or emergencies causing disruption of normal service delivery, every effort will be made to maintain essential support for high-risk clients.

#### b. Staff Safety

In the event of an emergency or disaster (e.g. hazardous weather conditions, earthquakes, fires, floods, toxic spills) staff will take the necessary safety precautions to prevent any injury and/or put themselves at risk. Depending on the circumstances, staff will make every effort to be informed before entering a dangerous area that may place them at risk.

#### c. Service Priority: High Risk Clients

Northwest Regional Council will maintain a current list of high-risk clients and made available to all supervisors and staff.

- NWRC's Care Management Unit will maintain the list of high-risk clients.
- Changes and/or updates to the list are on-going. The list will be reviewed by the NWRC and revised-if needed- every 6 months.
- During a disaster and/or emergency event, staff will use this list to prioritize service delivery to high-risk clients. (see Attachment 1 for High-Risk Client Criteria.)

## SECTION B: PREPAREDNESS GUIDELINES

### 1. Agency Preparedness

Northwest Regional Council is in the process of expanding and updating its emergency plan (see Attachment 4 for outline) to include guidance for agency staff activities during and after an emergency or disaster. NWRC will take all possible steps to maintain service delivery or restore essential services as rapidly as possible following an event.

As feasible, this includes arrangements for (as appropriate):

- Description of the specific steps and actions to be taken if an emergency and/or a disaster occurs
- Evacuation: moving to temporary facilities
- Acquisition of emergency supplies
- Protection of client's records, personal information, data (includes offsite backup of critical data at regular intervals)
- Continuation of payroll services
- Maintaining an up-to-date contact list for local emergency services, Public Health-Emergency Operations Center (EOC), local jurisdiction EOC, and other support services available to assist in an emergency; (see Attachment 2)
- All staff is oriented in the organizational and departmental emergency preparedness procedures
- Overview of the plan will be included in staff orientation and periodical training and exercises

Northwest Regional Council has a system in place to track unanticipated emergency response expenditures including a placeholder in the budget. In the event of a Presidential Declaration, additional funds for response and/or reimbursement may be available.

### 2. Business Continuity

Northwest Regional Council has developed a business continuity plan that provides guidance to continue daily activities in the event a large portion of employees are unable to attend work. Contractors/Service Providers will also play a large role in providing reliable information to clients, and their families. NWRC's goal is to help support staff and client's health and safety during an emergency event. NWRC's staff will do what they can to get operations back up and running in the event of an interruption. Information regarding data backup systems is included in NWRC's Information Technology Plan.

### 3. Staff Preparedness

Northwest Regional Council will encourage staff to take the responsibility to make personal disaster preparations in order to increase their availability to come to work and assist the community. Many of the NWRC staff are CERT (Community Emergency Response Team) trained and some participate in local training and exercise events.

### 4. Client Preparedness

The NWRC has developed educational materials regarding preparedness that are distributed to clients and their families through Care Management, Aging and Disability Resources, and the Family Caregiver Support Program. NWRC staff encourages clients and their family members and/or caregivers to establish a family emergency preparedness plan. This plan may include consideration for:

- Adequate shelter with heat
- Emergency supplies such as water, food, personal supplies (e.g., flashlights, radio, blankets), medications, first aid kits, medical information
- Enough supplies to last for at least 3 days, preferably 7 days until outside help can arrive
- Family and/or extended family contact list including an out of State contact for reporting and updating information about the safety of all family members
- An emergency kit in vehicle that includes water, flashlight, warm blanket, etc.

Upon assessment, Case Managers and Care Coordinators work with clients and their family/caregivers to develop a plan in case of an emergency.

### 5. NWRC Key Contacts

The Executive Director of NWRC (Dan Murphy) provides oversight of all operations at NWRC and has final approval on all activities. The Management Team is comprised of the following positions: Care Management, Operations, and Community Programs Directors; Transportation, Fiscal, and Office/HR Managers, Nursing Supervisor, Care Management Supervisors, Community Programs Supervisor, and Planners.

NWRC's Management Team will play an important role during an emergent event or disaster. The Executive Director or his designee will be the primary contact and will facilitate and coordinate the agency's response. The designated lead will establish and maintain communications with all the key leadership staff to keep



all staff informed as to the activation of the emergency response procedures. The Management Team will coordinate response within the agency, with the Department of Emergency Management, and any first response organizations.

The NWRC Management Team and available staff will work closely with key contractors and service providers (see Attachment 3) to identify needs and provide resources when possible.

The designated lead will also establish communications with key ALTA and HCA state staff in order to share information regarding status and identified needs.

## 6. Local Emergency Resources Contacts

The NWRC will maintain a list of local emergency contact information that includes but is not limited to the following (see Attachment 2):

- Local Police, Fire Department
- Emergency Medical Services
- Hospitals
- Public Health-Each County
- Red Cross
- Emergency Management including Coordination Center for each County

NWRC is a member of COAD (Community Organizations Active in Disasters) in both Whatcom and Skagit Counties and will work with First Responder Organizations and the American Red Cross to coordinate services needed in the community.

## 7. Inter-Agency Agreements

Whenever possible and necessary prior to a disaster and/or emergency, the NWRC will develop mutual agreements to coordinate service delivery with other home care agencies to mutually support the delivery of home care services and/or for assessing the welfare and well-being of high-risk clients during emergencies.

The NWRC includes language in its contracts with service providers requiring they have a plan for serving current clients during periods when normal services are disrupted. The plan must include maintenance of a current list of clients prioritized for service based upon the established criteria (see Attachment 1).

## SECTION C: RESPONSE EXPECTATIONS

### 1. Activation of Agency Emergency Response Plan

The NWRC's designated leader (e.g. Executive Director, Management Team Member or designee) will make the determination that a condition exists that has resulted in a significant disruption of normal agency operations.

- The designated leader will establish and maintain communications with all critical staff throughout the duration of the emergency.
- All supervisors on duty and off duty will report/contact the office to assist with coordination.
- All staff will make efforts to report their availability to the main office and/or any other existing field agency's office.

### 2. Communications

The NWRC will activate the communications plan:

- The designated staff coordinator will determine staffing levels for both scheduled and unscheduled staff.
- Communication will take place via available cell numbers, home phone numbers, and any other available communication device in order to ascertain staff availability and personal safety.
- Unavailable staff scheduled to work are expected to report their status daily.
- NWRC designated staff will contact contractors/service providers and determine if they are available for needed services.

Any available Aging and Disability Resource Center and Family Caregiver Support Program staff will be available to answer phones and communicate any pertinent information. The Community Programs Director will work with all contractors and community partners to identify available resources.

The Care Management Director will work with Care Management and Care Coordination staff to contact all previously identify vulnerable clients, with the most at risk first. They will check in with the vulnerable clients, determine if any assistance is needed, and report information regarding clients in need to the designated primary contact.

As a Community Organizations Active in Disasters (COAD) member, the NWRC will be in close contact with the Emergency Coordination Center and/or First Response Organizations to assist with coordinating services to the community.

### 3. Contacting High-Risk Clients

The NWRC will make every effort following a disaster to assign priority for contacting high-risk clients as soon as is possible.

- High-risk clients will be contacted by telephone as soon as possible to determine their safety and well-being, and to advise when resumption of services can be expected.
- High-risk clients will be advised to contact their immediate family, extended family, and/or neighbor for further assistance.
- High-risk clients that require immediate medical attention will be advised to call 911.
- High-risk clients in need of medical assistance will be reported to First Response Organizations (see Attachment 2)
- High-risk clients in need of non-medical assistance will be reported to the local Office of Emergency Management Emergency Operations Center.
- High-risk clients that are not accounted for will be noted and tracked by the NWRC and reported to Emergency Management as appropriate.

### 4. Contacting Contractors/Service Providers (Attachment #3)

The NWRC will contact its contractors/services providers immediately after the agency's emergency operations plan has been activated. The contractors/service providers will share with NWRC the following information:

- Status of all high-risk clients
- Status of their ability to perform in person welfare checks to high-risk clients
- Assessment of high-risk client's needs (e.g. medical, non-medical)
- The need for additional service provisions.

### 5. Contacting Local Emergency Resources (Attachment #2)

The NWRC will contact local emergency responders. Depending on the need, distinctions will be made between medical and non-medical needs of the agency and high-risk clients.

- In the event of a life threatening situation call 911
- All medical requests (i.e. wheel chairs, transportation, oxygen) will be reported to the appropriate support organization identified through the Emergency Operations Center.
- All non-medical resource requests (e.g. fuel, blankets, food, water, etc.) will be reported on to the local Office of Emergency Management through their Emergency Operations Center (EOC). (see Attachment 2)
- All shelter, food, and evacuation information for non-medical needs contact the American Red Cross.

## 6. EMERGENCY RESPONSE CHECK LIST

Take all necessary actions to maintain clients and staff safety

DATE: _____	TIME: _____ AM/PM
NAME: _____	

- Call 911 if life or personal safety threats exists
- Activation of Agency Emergency Response Plan
- Assess the integrity/safety of office location
- Activate internal communication plan
- Initiate call back of staff
- Assess the availability of staff and determine if you can continue to provide a service
- Monitor initial and ongoing welfare of staff

Following the immediate response:

- Contact and Monitor "High Risk" clients' status
- Contact ALTA and HCA to share status of Agency operation
- Coordinate services both in-house and through contractors/service providers
- Contact First Response Organizations regarding medical needs of clients
- Contact Local Emergency Management EOC for non-medical needs of clients:
  - o **Island County** Emergency Coordination Center  
Phone: 360-679-7370
  - o **San Juan County** Emergency Coordination Center  
Phone: 360-378-9932
  - o **Skagit County** Emergency Coordination Center  
Phone: 360-428-3250
  - o **Whatcom County** Emergency Coordination Center  
Phone: 360-778-8500

Section D: ATTACHMENTS

ATTACHMENT 1 High-Risk Client Criteria

<b>Individuals who live alone and lack family or other supports</b>	
<b>AND</b> <b>one or more of the following risk factors are identified:</b>	
1.	Bed/Chair bound, Medically fragile, skin pressure ulcers
2.	Dementia, Alzheimer’s, severe mental health issues, suicidal
3.	Noncompliant or unstable diabetic
4.	Power dependent. High tech equipment.
5.	Targeted Case Management Clients
6.	With Complex Medical Conditions
7.	Live in a remote area, without social support
<b>Add if Needed:</b>	
	Nurse Delegation
	Skilled Nursing

## ATTACHMENT 2 Local Emergency Resources by County

### ISLAND COUNTY

#### Emergency Management

Island County Emergency Services  
1 NE 6<sup>th</sup> Street #B128  
Coupeville WA 98239  
Phone: 360.679.7370

#### Law Enforcement

##### **Sheriff's Office**

6<sup>th</sup> Street  
Coupeville WA 98239  
Phone: 360.341.3070

##### **Police Department**

860 SE Barrington Drive  
Oak Harbor WA 98250  
Phone: 360.279.4600

#### Hospitals

##### **Whidbey General**

101 N Main Street  
Coupeville WA 98239  
Phone: 360.678.5151  
360.321.5151

##### **Island Hospital**

1211 24<sup>th</sup> Street  
Anacortes WA 98221  
Phone: 360.299.1300

#### Public Health

Island County Public Health Department  
1 NE 6<sup>th</sup> Street  
Coupeville WA 98239  
Phone: 360.676.7350

#### American Red Cross

1150 SE Dock Street  
Oak Harbor WA 98250  
Phone: 360.675.2912

#### Fire/EMS

##### **Emergency Medical Services**

Island County Emergency Services  
840 SE Barrington Drive  
Oak Harbor WA 98277

##### **Maxwelton Fire Station**

3405 E French Road  
Clinton WA 98236  
Phone: 360.321.1533

##### **Coupeville Fire Department**

1164 Race Road  
Coupeville WA 98239  
Phone: 360.678.3602

##### **Oak Harbor Fire Department**

855 E Whidbey Avenue  
Oak Harbor WA 98277  
Phone: 360.279.4700

##### **Camano Island Fire & Rescue #1**

273 NW Camano Drive  
Camano Island WA 98282  
Phone: 360.387.9543

##### **Camano Island Fire & Rescue #2**

525 E North Camano Drive  
Camano Island WA 98282  
Phone: 360.387.8333

##### **North Whidbey Fire & Rescue**

770 NE Midway Boulevard  
Oak Harbor WA 98277  
Phone: 360.675.1131

##### **Fire District 13**

17433 Snee Oosh Road  
La Conner WA 98257  
Phone: 360.466.1224

## ATTACHMENT 2 Local Emergency Resources By County

### SAN JUAN COUNTY

#### Emergency Management

San Juan County Emergency Management  
96 2<sup>nd</sup> Street N  
Friday Harbor WA 98250  
Phone: 360.378.9932

#### Sheriff's Office

96 Second Street  
Friday Harbor WA 98250  
Phone: 360.378.4151

#### Hospitals

##### **Island Hospital**

1211 24<sup>th</sup> Street  
Anacortes WA 98221  
Phone: 360.299.1300

##### **Peace Island Medical Center**

1117 Spring Street  
Friday Harbor WA 98250  
Phone: 360.378.2141

#### Public Health

Courthouse Annex  
45 Rhone Street  
Friday Harbor WA 98250  
Phone: 360.378.4474

#### American Red Cross

1150 SE Dock Street  
Oak Harbor WA 98250  
Phone: 360.675.2912

#### Fire/EMS

##### **Fire Department**

San Juan Fire Protection District  
1011 Mullis Street  
Friday Harbor WA 98250  
Phone: 360.376.2331

##### **Emergency Medical Services**

San Juan Island EMS  
1079 Spring Street  
Friday Harbor WA 98250  
Phone: 360.378.5152

## ATTACHMENT 2 Local Emergency Resources By County

### SKAGIT COUNTY

#### Emergency Management

2911 E College Way #B  
Mount Vernon WA 98273  
Phone: 360.428.3250

#### Law Enforcement

##### **Sheriff's Office**

600 South Third Street  
Mount Vernon WA 98273  
Phone: 360.336.9450

##### **Mount Vernon Police Department**

1805 Continental Place  
Mount Vernon WA 98273  
Phone: 360.336.6271

#### Hospitals

##### **Skagit Valley Hospital**

1415 E. Kincaid Street  
Mount Vernon WA 98273  
Phone: 360.424.4111

##### **Island Hospital**

1211 24<sup>th</sup> Street  
Anacortes WA 98221  
Phone: 360-299-1300

##### **United General Hospital**

2241 Hospital Drive  
Sedro-Woolley WA 98284  
Phone: 360.856.2549

#### Public Health

1800 Continental Place  
Mount Vernon WA 98273  
Phone: 360.416.1555

#### American Red Cross

104 South Walnut St.  
Burlington WA 98273  
Phone: 360.424.5291

#### Fire/EMS

##### **Emergency Medical Services**

2911 E College Way #C  
Mount Vernon WA 98273  
Phone: 360.428.3230

##### **Skagit County Fire District 6**

16220 Peterson Road  
Mount Vernon WA 98273  
Phone: 360.424.7296

##### **Mount Vernon Fire Department**

1901 N Laventure Road  
Mount Vernon WA 98273  
Phone: 360.336.6239

##### **Anacortes Fire Department**

1016 13<sup>th</sup> Street  
Anacortes WA 98221  
Phone: 360.293.1925



## ATTACHMENT 2 Local Emergency Resources By County

### WHATCOM COUNTY

**Whatcom County Emergency Management**

Whatcom Emergency Joint  
 Coordination Center  
 3888 Sound Way  
 Bellingham WA 98226  
 Phone: 360.676.6681

**Law Enforcement**

**Sheriff's Office**

311 Grand Avenue  
 Bellingham WA 98225  
 Phone: 360.676.6650

**Bellingham Police Department**

505 Grand Avenue  
 Bellingham WA 98225  
 Phone: 360.778.8800

**Hospital**

**PeaceHealth/St Joseph Medical Center**

2901 Squalicum Parkway  
 Bellingham WA 98225  
 Phone: 360-734-55400

**Public Health**

**Whatcom County Health Department**

509 Girard Street  
 Bellingham WA 98225  
 Phone: 360-676-6724

**American Red Cross**

2111 King Street  
 Bellingham WA 98225  
 Phone: 360.733.3290

**Fire/EMS**

**Bellingham Fire Department**

1800 Broadway  
 Bellingham WA 98225  
 Phone: 360.778.8400

**Whatcom County Fire District 7**

2020 Washington Street  
 Ferndale WA 98248  
 Phone: 360.384.0303

**Kendall Fire Hall**

7528 Kendall Road  
 Maple Falls WA 98266  
 Phone: 360.599.2823

**Lummi Island Fire Hall**

3809 Legoe Bay Road  
 Lummi Island WA 98262  
 Phone: 360.758.2411

**North Whatcom Fire & Rescue**

4581 Birch Bay-Lynden Road  
 Blaine WA 98230  
 Phone: 360.318.9933

**South Whatcom Fire (Station 21)**

4518 Cable Street  
 Bellingham WA 98229  
 Phone: 360.671.2411

**ATTACHMENT 3 NWRC Contractor/Service Providers:  
Emergency Contact Information**

<b>Agency</b>	<b>Contact</b>	<b>Address</b>	<b>City</b>	<b>ST</b>	<b>Zip</b>	<b>Telephone</b>
San Juan Health & Community Services	Mark Tompkins	PO Box 607	Friday Harbor	WA	98250	360-370-0591
Skagit County Department of Health & Community Services	Jennifer Johnson	702 S 2 <sup>nd</sup> Street	Mount Vernon	WA	98273	360-419-3420
Senior Services of Island County (Nutrition)	Cheryn Weiser	14594 SR 525	Langley	WA	98260	360-321-1600
Whatcom Council on Aging	Chris Orr	315 Halleck Street	Bellingham	WA	98225	360-733-4030
Senior Services of Island County (IACM)	Cheryn Weiser	50 N Main Street	Coupeville	WA	98239	360-678-4886
Senior Services of Island County (FCRC)	Cheryn Weiser	14594 SR 525	Langley	WA	98260	360-321-1600
Skagit Adult Day Program	Leigh Ann Benson	116 N Skagit Street	Burlington	WA	98233	360-755-1235
Senior Services of Island County (VSERV)	Cheryn Weiser	50 N Main Street	Coupeville	WA	98239	360-678-4886
Community Action of Skagit County	William Henkel	330 Pacific Place	Mount Vernon	WA	98273	360-416-7585
Opportunity Council (includes Volunteer Center)	Gregg Winter	1111 Cornwall Suite C	Bellingham	WA	98225	360-734-5121
Catholic Community Services of Western WA - Whatcom County		1133 Railroad, Suite 100	Bellingham	WA	98225	360-676-2164
Catholic Community Services of Western WA - Skagit County		614 Peterson Road Suite 200	Burlington	WA	98233	360-856-3054

## ATTACHMENT 4 OUTLINE Emergency Management Plan

### A. Mitigation

1. Service Risks
  - a. Environmental Risks and Hazards
  - b. Facility Risks and Hazards
  - c. Business Risks and Hazards
2. Service/Business Continuity

### B. Preparedness

1. Service Description
2. General contingency plans
3. Essential equipment
4. Essential Supplies
5. Utility Information
6. External Dependencies
7. Staff preparedness, including family preparedness
8. Client preparedness
9. Contact Lists
  - a. Staff
  - b. Emergency Response
  - c. Service Providers
  - d. Utility providers
10. Training and exercises

### C. Response

1. General emergency response checklist
2. Action checklist for staff activating the response
3. Guidelines for staff
4. Incident status reports
5. Incident logs

### D. Recovery

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## Northwest Senior Services Advisory Board

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MEMBER	COUNTY	OFFICE
Mary Kanter	Island County	
Shirley Bennett	Island County	
Bob Monize	Island County	Vice-Chair
Wendy Gilbert	Island County	
Carl Bender	San Juan County	
Barbara Pesola	San Juan County	Chair
Stephen Shubert	San Juan County	
Anna Ankrum	Skagit County	
Tasker Robinette	Skagit County	
Alberta Horn	Skagit County	
Vacant	Skagit County	
Leslie Pelch	Skagit County	
Vacant	Skagit County	
Kathleen O'Connor	Whatcom County	
Jodi Sipes	Whatcom County	
Georgiann Dustin	Whatcom County	State Council on Aging Rep.
Denise Irely	Whatcom County	
Shirley Forslof	Whatcom County	
Marshall Gartenlaub	Whatcom County	
Vacant	Whatcom County	
Vacant	Whatcom County	
Jana Finkbonner	Whatcom County	

At-Large Members: Elected official appointed by the Northwest Regional Council  
 Vacant

<b>Total Active Membership</b>	<b>19</b>
Members age 60 or over	15
Minority members	1
Self-indicating a Disability	3
Self-indicated a Disability under age 60	0

## Documentation of Planning Process

The planning process used during the creation of this document included the following:

### **Research on Specific Issue Areas: November – April, 2019**

NWRC staff researched key issue areas for development of the plan, including issue profiles and objectives, incorporating recent state legislative topics, the efforts of local community partners, the work of the Bree Collaborative, and the Health Care Authority’s Plan for a Healthier Washington.

### **NWSSB and Northwest Regional Council: March – September, 2019**

NWRC staff drafted this plan based on guidance and information compiled throughout the process from the public, community partners, the NWSSB, and the NWRC Governing Board. The local Tribes in our region also provided input and assisted in developing our local Policy 7.01 Plan.

- NWRC Governing Board Meetings: April 18, July 18
- NWSSB Advisory Meetings: March 12, May 14, July 9, Sept 10, & Nov 12
- NWRC Management Team Meetings: April - September
- NWRC Staff Planning Sessions:
  - LTSS System to Meet Complex Needs June 4
  - Transportation June 12
  - Providing Information & Access June 20
  - Supporting Family CGs & People Impacted by Dementia June 27
- Key Informant Discussions:
  - Aging Well Whatcom Initiative January - September
  - Island County Commissioners Work Session April 10
  - Skagit County April 30
  - San Juan May 10

### **Public Comment: September – October, 2019**

Draft Plan Circulated for Public Comment.

### **Final Plan Completed: September – November 2019**

The NWSSB reviewed the draft version and offered input at the September 10, 2019 meeting. The NWSSB voted to approve the draft version and reviewed and took action to approve the updated version of the plan at the November 12, 2019 meeting.

### **Final Action December 2019**

Based on NWSSB recommendation, the 2020–2023 Plan will go before the Northwest Regional Council Governing Board at their December 5, 2019 meeting for final action.

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## Summary of Issue Areas, Goals, and Objectives

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### Long-Term Services and Supports Financing

#### Goals and Challenges:

NWRC's goal is that people who need paid assistance with daily activities such as bathing, toileting, eating, and mobility because of a disability:

- Are aware of the necessity to plan in advance about how to address those needs; and
- Are able to receive help without impoverishing themselves or resorting to increasingly strained public safety net programs.

#### Principle Strategies:

1. Develop a community education program for explaining Medicare, Medicaid, and long-term care payment options for use in:
  - a. Staff training.
  - b. Community education presentations.
  - c. Providing information and facilitating planning by clients of NWRC's Aging and Disability Resources (ADR), Family Caregiver Support (FCSP), and Care Management programs.
  - d. Providing information to the media.
2. Monitor progress of the legislative study, disseminate related information, and build awareness of the need for greater insurance coverage for LTSS costs.

#### Metrics:

- Each year NWRC will complete 12 public education sessions.
  - ✓ **Update:** NWRC completed 12 public education sessions during the 2018-2019 period.
  - ✓ **End Date:** 2019
- Each year 1,250 people will receive counseling on LTSS options through NWRC's ADR and FCSP programs during the 2018-2019 period.
  - ✓ **Update:** 1,250 people have received counseling on LTSS options through NWRC's ADR and FCSP programs.
  - ✓ **End Date:** 2019
- NWRC will disseminate quarterly updates on the progress of the feasibility study to regional stakeholders.
  - ✓ **Update:** NWRC provided regular updates on the progress of the feasibility study to regional stakeholders at various community/stakeholder meetings.
  - ✓ **End Date:** 2019

## Aging and Disability Resources, Supporting Family Caregivers, and People Impacted by Dementia

### Goals and Challenges:

NWRC has three main goals in this area:

- To provide outreach, information, assistance, and options counseling for people with aging or disability related challenges, who are trying to plan for their needs, or who are lost as they try to understand the confusing and complex array of programs, supports, and options that may assist them.
- To help family caregivers provide as much care as possible for as long as possible for family members who need help accomplishing daily activities.
- To provide support for people and families affected by Alzheimer's disease or other forms of dementia.

### Principle Strategies:

1. Increase funding and therefore capacity to provide Aging and Disability Resources/Information and Assistance and Family Caregiver Support:
  - a. Advocate for a state legislative funding increase.
  - b. Leverage federal matching support by supporting inclusion of FCSP services in the pending Medicaid global waiver application.
  - c. Engage in statewide efforts to implement MAC/TSOA to support family caregivers who are otherwise not engaged in service programs.
2. To improve support for individuals and families affected by dementia:
  - a. Develop a "Dementia Road Map" for local communities that outline steps that individuals and families can take from pre-diagnosis through the end.
  - b. Continue providing family caregiver education and support throughout the region.
  - c. Provide dementia education for NWRC staff as well as contracted staff.

Depending on increased resources:

- d. Increase NWRC website information about resources/outreach for caregivers.
- e. Provide increased dementia-focused options counseling and more opportunities for early diagnosis support.

### Metrics:

- Achievement of increased funding.
  - ✓ **Update:** MAC/TSOA are new sources of federal funding that may triple the level of resources in our area to support family caregivers. The NWRC Advisory Board (NWSSB) has also been involved in planning

sessions and has identified ways that they can be involved in outreach efforts across the region. The NWSSB members have been involved in community outreach efforts for people who would benefit from caregiver supports, whether state or federally funded (DDA/MAC/TSOA), by distributing promotional and other informational material, identifying groups and other organizations in their communities interested in information/presentations, and by becoming community speakers and providing outreach across the region.

- ✓ **End Date:** 2019
- Completion of identified tasks.
  - ✓ **Update:** NWRC staff participated in efforts to complete the “Dementia Road Map” that has been completed and is currently available in the community. As more copies of the document were printed NWRC participated in distribution efforts throughout the region.
  - ✓ **End Date:** 2019

## Care Management

### Goals and Challenges:

NWRC’s care coordination program has two main goals:

- To provide person-centered in-home long-term services and supports (LTSS) that are well integrated with the health care services for seniors and adults with disabilities in a manner that allows them to stay independent and safe.
- To provide person-centered coordination of health and community supports for people who face significant health challenges in a manner that improves their health and reduces avoidable health care costs.

### Principle Strategies:

1. To allow an increasingly greater number and proportion of people who need long-term services and supports to get them in their home or in a community-based setting (HCBS);
  - a. Increase individual and family member awareness, education and understanding of community-based LTSS options.
  - b. Increase the number of eligible individuals who apply for community-based LTSS.
  - c. Achieve full funding to maintain quality in-home case management so that individuals receive stabilized care that allows them to remain at home as long as that is their choice. Note: At current levels of funding in-home monitoring of care, inclusion of nurse expertise on the care



team, supervisory quality control and quality of care planning have suffered.

**Metrics:**

- Each month 5 more people will receive in-home LTSS.
    - ✓ **Update:** Each month 5 more people have received in-home LTSS.
    - ✓ **End Date:** 2019
  - The proportion of people who need long term services who are served in in-home will increase by 4% each year.
    - ✓ **Update:** The proportion of people who need long term services who are served by in-home has increased by 4% each year.
    - ✓ **End Date:** 2019
  - The case management reimbursement rate will be increased to cover costs.
    - ✓ **Update:** The case management rate increased by 2% for FY2018, but remains insufficient.
    - ✓ **End Date:** 2019
2. To provide person-centered coordination of health and community supports for increasing numbers of people who face significant health challenges in a manner that improves their health and reduces avoidable health care costs.
- a. Increase availability of care coordination throughout the region.
  - b. Increase engagement and effectiveness of care coordination services.
  - c. Increase awareness of local health care options including Urgent Care Centers.
  - d. Increase palliative care options and support for people at the end of life.
  - e. Initiate and sustain partnerships with other care providers.
  - f. Achieve funding to maintain quality health home care coordination. Note: At current levels of funding it will not be possible to accomplish the above.

**Metrics:**

- Fifteen more people each month will receive Health Home services from NWRC's Health Home Network.
  - ✓ **Update:** Each month on average 41.5 more people in 2019 (January–June) received Health Home services from NWRC's Health Home Network.
  - ✓ **End Date:** 2019
- The Health Home engagement rate for NWRC Care Coordination Organization direct service will increase to 45%.

- ✓ **Update:** The NWRC Care Coordination Organization has achieved a 69% engagement rate across all payers as of June, 2019.
- ✓ **End Date:** 2019
- The Health Home reimbursement rate will be increased to cover costs.
  - ✓ **Update:** The Health Home reimbursement rate was increased as of July 1, 2018.
  - ✓ **End Date:** 2019

Of those Health Home clients who are also in community-based LTSS:

- The proportion with serious mental illness who receive treatment will be 37.5%.
  - ✓ **Update:** In 2015, 29.1% and in 2016, 29.1% of LTSS clients received mental health treatment in the North Sound Region. (NWRC is unable to gather information on Health Home portion of this number from the DSHS ALTSA data at this time).
  - ✓ **End Date:** 2019
- The proportion who need substance abuse treatment and get it will be 10%.
  - ✓ **Update:** In 2017, 4.3% and in 2018, 7.9% of LTSS clients received Alcohol/Drug Treatment in the North Sound Region. (NWRC is unable to gather information on Health Home portion of this number from the DSHS ALTSA data at this time).
  - ✓ **End Date:** 2019
- The hospital readmission rate will be 21.9%
  - ✓ **Update:** In 2017 17.1% and in 2018 19.2% of LTSS clients were readmitted to the hospital in the North Sound Region. (NWRC is unable to gather information on Health Home portion of this number from the DSHS ALTSA data at this time).
  - ✓ **End Date:** 2019

## End of Life Care

### Goals and Challenges:

NWRC adopts the goal of the statewide Bree Collaborative for end of life care in this four-county region:

- All people are informed about their end-of-life options, communicate their preferences in actionable terms, and receive end-of-life care that is aligned with their wishes, goals, and values.

### Principle Strategies:

- 1) To increase the number of people who are informed about their end-of-life options and communicate their preferences in actionable terms:

- a) Develop a standard community education program for use in:
  - i) Staff training.
  - ii) General community education presentations.
  - iii) Providing information and facilitating planning by clients of NWRC's Aging and Disability Resources (ADR), Family Care-giver Support (FCSP), and Care Management programs.
  - iv) Providing information to the media.
- b) Advocate for the POLST form to be available in other languages.
- c) Participate in and coordinate with the Whatcom End of Life Coalition.
- d) Expand palliative care counseling for in-home long-term services and health home clients.

#### Metrics:

- Each year NWRC will complete 6 public education sessions.
  - ✓ **Update:** NWRC completed 6 public education sessions during the 2018-2019 period.
  - ✓ **End Date:** 2019
- Each year the percentage of people age 65+ that have a properly filed advance directive will increase by 10%.
  - ✓ **Update:** NWRC was collaborating with WAHA on tracking this number in their system, but that program is no longer operating.
  - ✓ **End Date:** 2017
- Each year 150 people will receive end of life information through NWRC's ADR and FCSP programs.
  - ✓ **Update:** 150 people received end of life information through NWRC's ADR and FCSP programs during the 2018-2019 period.
  - ✓ **End Date:** 2019
- Each year 50 in-home long-term services and health home clients will receive palliative care counseling.
  - ✓ **Update:** All clients in LTSS have the opportunity to receive information from their case managers about palliative care and all clients engaged in the Health Home program receive information about Advance Directives and other end of life documents/planning and referral to appropriate counseling and legal services.
  - ✓ **End Date:** 2019

## Vulnerable Adult Protection

### Goals and Challenges:

NWRC shares the goal that vulnerable adults should be free from abuse, abandonment, exploitation, and neglect.

### Principle Strategies:

- 1) To increase the number of people who are informed about abuse of vulnerable adults, what to look for, and what to do about it.
  - a) Develop a standard community education program for use in:
    - i) Staff training.
    - ii) General community education presentations.
    - iii) Providing information and facilitating planning by clients of NWRC's Aging and Disability Resources (ADR), Family Care-giver Support (FCSP), and Care Management programs.
    - iv) Providing information to the media.
  - b) Advocate for resources and statutory change as necessary to promote enforcement through Adult Protective Service agencies.

### Metrics:

- Each year NWRC will complete 12 public education sessions.
- Each year NWRC will reach 1,250 people with education and training through the means identified in strategy 1.a. above.
  - ✓ **Update for 1 & 2:** NWRC has completed educational sessions and outreach. However, recent investments by Washington State into additional resources for Adult Protection Services (APS) has resulted in more program coverage that is available under APS to focus on this need in the community. NWRC will continue to partner with APS as appropriate and support those efforts, but will focus on joint efforts and other community partnerships rather than NWRC only efforts.
  - ✓ **End Date:** 2017

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## Statement of Assurances and Verification of Intent

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For the period of January 1, 2020 through December 31, 2023, the Northwest Regional Council accepts the responsibility to administer this Area Plan in accordance with all requirements of the Older Americans Act (OAA) (P.L. 114-144, 42 USC 3001-3058ff) and related state law and policy. Through the Area Plan, Northwest Regional Council shall promote the development of a comprehensive and coordinated system of services to meet the needs of older individuals and individuals with disabilities and serve as the advocacy and focal point for these groups in the Planning and Service Area. The Northwest Regional Council assures that it will:

Comply with all applicable state and federal laws, regulations, policies and contract requirements relating to activities carried out under the Area Plan.

Conduct outreach, provide services in a comprehensive and coordinated system, and establish goals objectives with emphasis on: a) older individuals who have the greatest social and economic need, with particular attention to low income minority individuals and older individuals residing in rural areas; b) older individuals with significant disabilities; c) older Native Americans Indians; and d) older individuals with limited English-speaking ability.

All agreements with providers of OAA services shall require the provider to specify how it intends to satisfy the service needs of low-income minority individuals and older individuals residing in rural areas and meet specific objectives established by the Northwest Regional Council for providing services to low income minority individuals and older individuals residing in rural areas within the Planning and Service Area.

Provide assurances that the Area Agency on Aging will coordinate planning, identification, assessment of needs, and provision of services for older individuals with disabilities, with particular attention to individuals with significant disabilities, with agencies that develop or provide services for individuals with disabilities.

Provide information and assurances concerning services to older individuals who are Native Americans, including:

- A. Information concerning whether there is a significant population of older Native Americans in the planning and service area, and if so, an assurance that the Area Agency on Aging will pursue activities, including outreach, to increase access of those older Native Americans to programs and benefits provided under the Area Plan;

- B. An assurance that the Area Agency on Aging will, to the maximum extent practicable, coordinate the services the agency provides with services provided under title VI of the Older Americans Act; and
- C. An assurance that the Area Agency on Aging will make services under the Area Plan available, to the same extent as such services are available to older individuals within the planning and service area, to older Native Americans.

*Provide assurances that the Area Agency on Aging, in funding the State Long Term Care Ombudsman program under section 307(a)(9), will expend not less than the total amount of Title III funds expended by the agency in fiscal year 2000 on the State Long Term Care Ombudsman Program.*

Obtain input from the public and approval from the AAA Advisory Council on the development, implementation and administration of the Area Plan through a public process, which should include, at a minimum, a public hearing prior to submission of the Area Plan to DSHS/ADS. The Northwest Regional Council shall publicize the hearing(s) through legal notice, mailings, advertisements in newspapers, and other methods determined by the AAA to be most effective in informing the public, service providers, advocacy groups, etc.

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Date

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Dan Murphy,  
Executive Director, NWRC

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Date

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Barbara Pesola,  
Chair, NWSSB

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Date

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Jamie Stephens  
Chair, NWRC  
San Juan County, Councilmember

November 26, 2019

TO: Northwest Regional Council  
FROM: Dan Murphy, Executive Director  
RE: Proposed Meeting Schedule for 2020

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**Background**

NWRC routinely meets three times per year. Each of the meetings is on a Thursday, set in relation to important annual business timelines. If actions are needed between regular meetings, the NWRC Executive Committee can handle them, or a special meeting can be scheduled, in accordance with the NWRC Bylaws.

**Proposed Schedule**

We propose the full NWRC board meet on:

- April 23,
- July 23, and
- December 10 of 2020.

**PROPOSED MOTION: The Northwest Regional Council approves the proposed meeting schedule for 2020.**