

Northwest Regional Council Governing Board
May 19, 2023
10 am – 12 pm

Governing Board

Join Zoom Meeting

<https://us06web.zoom.us/j/82696745020?pwd=VEZML0wwRi9tL0F6SjNQK3E3R3g0UT09>

Meeting ID: 826 9674 5020

Passcode: 809950

One tap mobile

+12532158782,,82696745020# US (Tacoma)

Public

600 Lakeway Drive

Bellingham, WA 98225

AGENDA

Agenda Topic	Pages	Action Required
1. Call to Order		
2. Public Comment		
3. Consent Agenda 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.		
Consent Agenda:		
a) Approval of the Minutes, i. Regular Meeting, December 15, 2022		Motion to Approve
b) Approval of November, December, January, and February Expenditure Listings		Motion to Approve
c) 2022 Budget to Actual Report		Motion to Approve
d) Routine Contracts and Amendments		Motion to Approve
e) Signatures of Authoritative Body – Whatcom Co Treasurer		Motion to Approve
4. Executive Director's Report		
a) Welcome new Board Members		Information Only
b) Legislative and Agency Updates		Information Only
5. Regular Agenda		
a) Proposed Benefit Changes		Motion to Approve
b) Market Rate and Staffing Adjustments		Motion to Approve
c) Reloadable Debit Card Program		Motion to Approve
d) Strategic Plan Update		Motion to Approve

- e) Nomination of Officers and Executive Committee
(Elections to occur at July meeting)

Motion to Approve

6. Other Issues

- County Information Sharing

Information Only

7. Announcements

Monthly Focus Topics:

- May
Older American's Month, Better Hearing Month, Mental Health Awareness, World Hunger, Hypertension Awareness, National Nurses Day, Missing and Murdered Indigenous Women Awareness Day
- June
National Home Safety Month, Alzheimer's and Brain Awareness PTSD Awareness, Cataract Awareness, Pride-LGBTQ Month, National Cancer Survivors Day, World Elder Abuse Awareness, Juneteenth

Information Only

8. Executive Session

- Legal Updates

Information Only

9. Adjournment

Future NWRC Meetings

July 20, 2023 and December 7, 2023, venue to be determined

For more information, please contact the NWRC office at (360) 676-6749 or 1-800-585-6749,
600 Lakeway Drive, Bellingham, WA 98225.

**MINUTES OF THE
NORTHWEST REGIONAL COUNCIL
December 15, 2022**

BOARD MEMBERS: Island County Commissioners Melanie Bacon and Jill Johnson, San Juan County Council Members Cindy Wolf and Jamie Stephens, Skagit County Commissioners Peter Browning and Ron Wesen, Whatcom County Executive Satpal Sidhu, Whatcom County Council Member Kathy Kershner

STAFF: Amanda McDade, Shu-Ling Sun, Elizabeth Anderson, Sarah Silvas, Katie Durbec, Melody Woodrich-Fernando, Darla Smith

PUBLIC: Barb Pesola, San Juan County, NWSSB Chair

The meeting was called to order at 10:02 am by Island County Commissioner Jill Johnson.

There was no public comment.

There were no announcements.

Consent Agenda

Motion was made by Whatcom County Executive Sidhu and Seconded by Skagit County Commissioner Stephens to approve the Consent Agenda items a – g: Approval of the Minutes, Regular Meeting July 28, 2022: Approval of June, July, August, September and October 2022 Expenditure Listings: 2022 Budget to Actual Report: Amended Cancellation of Warrants, Resolution #22-05: Annual Internal Fiscal System Review: Resolution #22-06: Appointing an Investment/Cash Management/Finance Officer for NWRC: Routine Contracts and Amendments. The Motion passed unanimously.

Executive Director's Report

NWRC Executive Director Amanda McDade reviewed legislative priorities for the upcoming year which include requesting a significant increase for Health Homes statewide. In addition, the language that regulates rate increases for long term care needs to be adjusted. The legislation is currently written so the DSHS rate rises with inflation, but the AAA rate does not. We need this language to be updated so the AAA rate matches DSHS to appropriately cover program costs and maintain a lower caseload. A request was made from the Board to have the bills forwarded to them as soon as they become available.

Overall, the Agency is doing well. The last year has been tumultuous worldwide. The agency has seen a high level of stress and burnout. At the end of the year, we are coming out in a strong position and are one position away from being fully staffed. The HR Department has been able to reduce our hiring time from 12 weeks to 6 weeks, maintaining the same quality of candidates. We continue working in a hybrid work environment (2 days in office, 3 days at home) which has been very successful.

NWRC Executive Director Amanda McDade shared the preliminary Annual Report with the Board. There was a request to include levels of service by County.

Regular Agenda

a) Proposed Benefit Changes

NWRC Executive Director Amanda McDade reviewed the proposed benefit changes which include adding 3 wellness days and reducing accrued vacation cash out to one time a year. The Board discussed and agreed that encouraging staff to take vacation time is important. There was discussion around how to best incentivize taking vacation time, liability, compassionate leave, and the current cash out policy.

Motion was made by Whatcom County Executive Sidhu to table the proposed benefit changes until the next meeting. San Juan County Council Member Stephens seconded the motion.

Discussion followed: Delaying the proposal will allow the Board members to further review. Any action taken at the next meeting should be retroactive to January 1, 2023. **Motion passed. San Juan County Council Member Wolf opposed.**

b) Reclassification

NWRC Executive Director Amanda McDade provided an overview of the need to reclassify the Family Caregiver Support (FCSP) and Tailored Services for Older Adults (TSOA) Program Specialists. Reclassifying these positions would more accurately reflect the work the staff are doing and would align with other agency staff.

Motion was made by Whatcom County Executive Sidhu to authorize the proposed reclassification for FCSP and TSOA Program Specialists to the classification of Case Managers. San Juan County Council Member Stephens seconded the motion. The Motion passed unanimously.

c) NWRC 2023 Budget, Resolution #21-07

NWRC Executive Director Amanda McDade presented the 2023 Budget. The budget represents an 8% increase from the current year. Discussion followed.

Motion was made by Skagit County Commissioner Ron Wesen to approve the 2023 Budget as presented, including a cost-of-living adjustment of 5% for NWRC employees. San Juan County Council Member Stephens seconded the motion. The Motion passed unanimously.

d) 2023 Proposed Meeting Schedule

The Board reviewed the 2023 proposed meeting schedule.

Motion was made by Whatcom County Council Member Kershner to approve the schedule as presented. Skagit County Commissioner Browning seconded the motion. The motion passed unanimously.

Other Issues

County Information Sharing

It was noted that this is San Juan County Stephens last meeting as his term is ending. The Board Members thanked him for serving his community and on the Board.

Executive Session

- a) An Executive Session was called at 11:21 am to discuss legal updates and Executive Director Performance. The Chair estimated the session would last up to 30 minutes.

The regular board meeting reconvened at 11:45 am.

Motion was made by San Juan County Council Member Wolf to accept the 2-year contract extension with NWRC Executive Director Amanda McDade as presented. San Juan County Council Member Stephens seconded the motion. The Motion passed unanimously.

Adjournment

There being no further business, the meeting adjourned at 11:50 am.

Prepared and submitted by:

Darla Smith

Darla Smith, Administrative Manager

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$1,984,320.81 this 19th day of May, 2023.

November 2022

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$1,674,052.75 this 19th day of May, 2023.

December 2022

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,235,961.89 this 19th day of May, 2023.

January 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember

NORTHWEST REGIONAL COUNCIL

EXPENDITURE APPROVAL

We, the undersigned Northwest Regional Council, do hereby approve payments in the amount of \$2,129,384.52 this 19th day of May, 2023.

February 2023

Month of Expenditures

Amanda McDade
Executive Director

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Jane Fuller
San Juan County Councilmember

Christine Minney
San Juan County Councilmember

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Councilmember



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

DATE: May 19, 2023

SUBJECT: January through December 2022 Budget to Actual Report

We are pleased to present you with the Budget to Actual Reports for the period January through December 2022. Through that period, we earned 98% of projected revenues and overall expenditures for the year were 94% of projections. As a result, we were able to add \$966,888 to our operating reserves.

Please let me know if you have questions.

Proposed Motion: The Northwest Regional Council approves the January through December 2022 Budget to Actual Report.

NORTHWEST REGIONAL COUNCIL		TOTAL		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,341,136	5,265,350	99%
2	DSHS - ALTSA - All Other	5,745,377	5,130,096	89%
3	Disaster Relief Funding - COVID	835,086	790,422	95%
4	Health Care Authority	8,648,800	8,944,890	103%
5	Local Funds	121,628	124,563	102%
6	Other Contracted	3,820,961	3,646,067	95%
Subtotal Current Year Funding		24,512,988	23,901,388	98%
7	Use of Fund Balance Reserves	50,799	-	0%
Subtotal Funding (including reserves)		24,563,787	23,901,388	97%
Operating Expenditures				
8	Salaries & Wages	8,690,215	7,857,386	90%
9	Taxes & Benefits	3,691,829	3,321,836	90%
Total Personnel		12,382,044	11,179,221	90%
10	Office/Operating Supplies	86,455	68,696	79%
11	Small Tools/Capital Equipment	103,918	72,297	70%
12	Professional Services	442,145	475,774	108%
13	Communication	280,363	183,978	66%
14	Travel	206,822	79,330	38%
15	Occupancy/Insurance	573,763	569,270	99%
16	Disaster Relief	422,945	421,023	100%
17	Miscellaneous	185,377	125,194	68%
Total Operating Expenditures		2,301,788	1,995,562	87%
Total Direct Service and Administration		14,683,832	13,174,783	90%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	732,223	663,681	91%
20	San Juan County Senior Services	192,395	186,576	97%
21	Legal Services	54,072	54,072	100%
22	Nutrition			
23	ISR/Island County	270,000	258,127	96%
24	Skagit County	371,411	352,587	95%
25	WCOA/Whatcom and San Juan Counties	654,674	650,531	99%
26	Disaster Relief	412,141	369,399	90%
27	Volunteer Services			
28	ISR/Island County	34,628	34,608	100%
29	CASC/Skagit County	38,602	35,146	91%
30	Opportunity Council/Whatcom County	45,638	45,638	100%
31	Long Term Care Ombudsman Program	3,959	3,959	100%
32	Medicaid Transportation Brokerage	4,200,000	4,560,959	109%
33	Family Caregiver Support Project & Respite Services	462,440	471,825	102%
34	Dementia Partnerships Project	16,986	6,539	38%
35	Kinship Caregivers Support Program/Kinship Navigator	114,055	112,954	99%
36	Caregiver Training/Agency Workers Health Insurance	299,800	196,346	65%
37	Evidence Based Programs	32,306	4,000	12%
38	Dementia Support Program	202,500	11,643	6%
39	Health Homes	1,700,000	1,741,127	102%
Total Subcontractor Expenditures		9,837,830	9,759,717	99%
40	Total Budgeted Expenditures	24,521,662	22,934,500	94%
41	Revenue less Expenditures: Add to Reserves	42,125	966,888	

NORTHWEST REGIONAL COUNCIL		Community Programs		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	159,000	125,469	79%
2	DSHS - ALTSA - All Other	3,480,862	3,032,331	87%
3	Disaster Relief Funding - COVID			
4	Health Care Authority			
5	Local Funds			
6	Other Contracted	-		
Subtotal Current Year Funding		3,639,862	3,157,800	87%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		3,639,862	3,157,800	87%
Operating Expenditures				
8	Salaries & Wages	1,502,314	1,226,968	82%
9	Taxes & Benefits	682,411	551,927	81%
Total Personnel		2,184,725	1,778,895	81%
10	Office/Operating Supplies	15,322	13,916	91%
11	Small Tools/Capital Equipment	19,391	13,310	69%
12	Professional Services	18,243	9,309	51%
13	Communication	41,101	36,992	90%
14	Travel	31,460	11,784	37%
15	Occupancy/Insurance	123,354	117,085	95%
16	Disaster Relief	-	-	
17	Miscellaneous	46,728	43,271	93%
Total Operating Expenditures		295,599	245,667	83%
Total Direct Service and Administration		2,480,324	2,024,562	82%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	243,092	195,356	80%
20	San Juan County Senior Services	192,395	186,576	97%
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services	462,440	471,825	102%
34	Dementia Partnerships Project	16,986	6,539	38%
35	Kinship Caregivers Support Program/Kinship Navigator			
36	Caregiver Training/Agency Workers Health Insurance			
37	Evidence Based Programs			
38	Dementia Support Program	202,500	11,643	6%
39	Health Homes			
Total Subcontractor Expenditures		1,117,413	871,939	78%
40	Total Budgeted Expenditures	3,597,737	2,896,501	81%
41	Revenue less Expenditures: Add to Reserves	42,125	261,299	

NORTHWEST REGIONAL COUNCIL		Care Management		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	5,182,136	5,139,881	99%
2	DSHS - ALTSA - All Other	180,868	198,447	110%
3	Disaster Relief Funding - COVID	-		
4	Health Care Authority	3,400,000	3,319,432	98%
5	Local Funds	-		
6	Other Contracted	1,671,686	1,541,015	92%
Subtotal Current Year Funding		10,434,690	10,198,775	98%
7	Use of Fund Balance Reserves	17,555	-	0%
Subtotal Funding (including reserves)		10,452,245	10,198,775	98%
Operating Expenditures				
8	Salaries & Wages	5,010,725	4,534,011	90%
9	Taxes & Benefits	2,113,933	1,923,773	91%
Total Personnel		7,124,658	6,457,784	91%
10	Office/Operating Supplies	57,531	39,511	69%
11	Small Tools/Capital Equipment	65,683	43,972	67%
12	Professional Services	178,904	202,324	113%
13	Communication	195,053	116,481	60%
14	Travel	152,780	56,788	37%
15	Occupancy/Insurance	379,067	384,584	101%
16	Disaster Relief	-	-	
17	Miscellaneous	109,438	59,366	54%
Total Operating Expenditures		1,138,456	903,026	79%
Total Direct Service and Administration		8,263,114	7,360,810	89%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County	489,131	468,325	96%
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Dementia Partnerships Project			
35	Kinship Caregivers Support Program/Kinship Navigator			
36	Caregiver Training/Agency Workers Health Insurance			
37	Evidence Based Programs			
38	Dementia Support Program			
39	Health Homes	1,700,000	1,741,127	102%
Total Subcontractor Expenditures		2,189,131	2,209,452	101%
40	Total Budgeted Expenditures	10,452,245	9,570,262	92%
41	Revenue less Expenditures: Add to Reserves	-	628,513	

NORTHWEST REGIONAL COUNCIL		Other Subcontracting		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid	-		
2	DSHS - ALTSA - All Other	1,955,354	1,771,165	91%
3	Disaster Relief Funding - COVID			
4	Health Care Authority	-		
5	Local Funds			
6	Other Contracted	60,000	60,000	100%
Subtotal Current Year Funding		2,015,354	1,831,165	91%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		2,015,354	1,831,165	91%
Operating Expenditures				
8	Salaries & Wages	58,022	48,624	84%
9	Taxes & Benefits	22,726	19,398	85%
Total Personnel		80,748	68,022	84%
10	Office/Operating Supplies	1,866	1,337	72%
11	Small Tools/Capital Equipment	1,501	1,362	91%
12	Professional Services	1,964	2,853	145%
13	Communication	3,743	2,727	73%
14	Travel	542	623	115%
15	Occupancy/Insurance	3,484	3,972	114%
16	Disaster Relief	-	-	
17	Miscellaneous	2,361	2,301	97%
Total Operating Expenditures		15,461	15,175	98%
Total Direct Service and Administration		96,209	83,197	86%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services	54,072	54,072	100%
22	Nutrition			
23	ISR/Island County	270,000	258,127	96%
24	Skagit County	371,411	352,587	95%
25	WCOA/Whatcom and San Juan Counties	654,674	650,531	99%
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County	34,628	34,608	100%
29	CASC/Skagit County	38,602	35,146	91%
30	Opportunity Council/Whatcom County	45,638	45,638	100%
31	Long Term Care Ombudsman Program	3,959	3,959	100%
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Dementia Partnerships Project			
35	Kinship Caregivers Support Program/Kinship Navigator	114,055	112,954	99%
36	Caregiver Training/Agency Workers Health Insurance	299,800	196,346	65%
37	Evidence Based Programs	32,306	4,000	12%
38	Dementia Support Program	-		
39	Health Homes	-		
Total Subcontractor Expenditures		1,919,145	1,747,968	91%
40	Total Budgeted Expenditures	2,015,354	1,831,165	91%
41	Revenue less Expenditures: Add to Reserves	-	-	

NORTHWEST REGIONAL COUNCIL		Non Emergency Transportation Brokerage		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Disaster Relief Funding - COVID			
4	Health Care Authority	5,248,800	5,625,458	107%
5	Local Funds	92,259	59,075	64%
6	Other Contracted			
Subtotal Current Year Funding		5,341,059	5,684,533	106%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		5,341,059	5,684,533	106%
Operating Expenditures				
8	Salaries & Wages	676,993	687,116	101%
9	Taxes & Benefits	307,628	305,750	99%
Total Personnel		984,621	992,866	101%
10	Office/Operating Supplies	6,510	8,896	137%
11	Small Tools/Capital Equipment	11,845	8,357	71%
12	Professional Services	39,935	28,759	72%
13	Communication	23,802	16,136	68%
14	Travel	4,644	3,222	69%
15	Occupancy/Insurance	54,694	54,868	100%
16	Disaster Relief	-	-	
17	Miscellaneous	15,008	10,470	70%
Total Operating Expenditures		156,438	130,708	84%
Total Direct Service and Administration		1,141,059	1,123,574	98%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage	4,200,000	4,560,959	109%
33	Family Caregiver Support Project & Respite Services			
34	Dementia Partnerships Project			
35	Kinship Caregivers Support Program/Kinship Navigator			
36	Caregiver Training/Agency Workers Health Insurance			
37	Evidence Based Programs			
38	Dementia Support Program			
39	Health Homes			
Total Subcontractor Expenditures		4,200,000	4,560,959	109%
40	Total Budgeted Expenditures	5,341,059	5,684,533	106%
41	Revenue less Expenditures: Add to Reserves	-	-	

NORTHWEST REGIONAL COUNCIL		Jail Health Program		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other			
3	Disaster Relief Funding - COVID			
4	Health Care Authority			
5	Local Funds			
6	Other Contracted	1,792,565	1,702,501	95%
Subtotal Current Year Funding		1,792,565	1,702,501	95%
7	Use of Fund Balance Reserves	-	-	
Subtotal Funding (including reserves)		1,792,565	1,702,501	95%
Operating Expenditures				
8	Salaries & Wages	1,225,968	1,130,046	92%
9	Taxes & Benefits	474,197	432,152	91%
Total Personnel		1,700,165	1,562,198	92%
10	Office/Operating Supplies	2,748	1,891	69%
11	Small Tools/Capital Equipment	3,028	3,713	123%
12	Professional Services	55,322	46,851	85%
13	Communication	7,551	7,105	94%
14	Travel	7,693	5,931	77%
15	Occupancy/Insurance	8,297	4,865	59%
16	Disaster Relief	-		
17	Miscellaneous	7,761	4,732	61%
Total Operating Expenditures		92,400	75,088	81%
Total Direct Service and Administration		1,792,565	1,637,286	91%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief			
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Dementia Partnerships Project			
35	Kinship Caregivers Support Program/Kinship Navigator			
36	Caregiver Training/Agency Workers Health Insurance			
37	Evidence Based Programs			
38	Dementia Support Program			
39	Health Homes			
Total Subcontractor Expenditures		-	-	
40	Total Budgeted Expenditures	1,792,565	1,637,286	91%
41	Revenue less Expenditures: Add to Reserves	-	65,215	

NORTHWEST REGIONAL COUNCIL		Other NWRC Activities		
BUDGET TO ACTUAL REPORT (ACCRUAL BASIS)		2022	% of Year	100%
JANUARY - DECEMBER 2022		Revised	Actual	% of Budget
Funding				
1	DSHS - ALTSA - TXIX Medicaid			
2	DSHS - ALTSA - All Other	128,293	128,153	100%
3	Disaster Relief Funding - COVID	835,086	790,422	95%
4	Health Care Authority			
5	Local Funds	29,369	65,488	223%
6	Other Contracted	296,710	342,551	115%
Subtotal Current Year Funding		1,289,458	1,326,614	103%
7	Use of Fund Balance Reserves	33,244	-	0%
Subtotal Funding (including reserves)		1,322,702	1,326,614	100%
Operating Expenditures				
8	Salaries & Wages	216,193	230,620	107%
9	Taxes & Benefits	90,934	88,836	98%
Total Personnel		307,127	319,456	104%
10	Office/Operating Supplies	2,478	3,145	127%
11	Small Tools/Capital Equipment	2,470	1,583	64%
12	Professional Services	147,777	185,678	126%
13	Communication	9,113	4,537	50%
14	Travel	9,703	982	10%
15	Occupancy/Insurance	4,867	3,896	80%
16	Disaster Relief	422,945	421,023	100%
17	Miscellaneous	4,081	5,054	124%
Total Operating Expenditures		603,434	625,898	104%
Total Direct Service and Administration		910,561	945,354	104%
Subcontractor Expenditures				
18	I&A/Case Management/FCSP			
19	ISR/Island County			
20	San Juan County Senior Services			
21	Legal Services			
22	Nutrition			
23	ISR/Island County			
24	Skagit County			
25	WCOA/Whatcom and San Juan Counties			
26	Disaster Relief	412,141	369,399	90%
27	Volunteer Services			
28	ISR/Island County			
29	CASC/Skagit County			
30	Opportunity Council/Whatcom County			
31	Long Term Care Ombudsman Program			
32	Medicaid Transportation Brokerage			
33	Family Caregiver Support Project & Respite Services			
34	Dementia Partnerships Project			
35	Kinship Caregivers Support Program/Kinship Navigator			
36	Caregiver Training/Agency Workers Health Insurance			
37	Evidence Based Programs			
38	Dementia Support Program	-		
39	Health Homes			
Total Subcontractor Expenditures		412,141	369,399	
40	Total Budgeted Expenditures	1,322,702	1,314,753	99%
41	Revenue less Expenditures: Add to Reserves	-	11,861	



Memorandum

TO: Northwest Regional Council
FROM: Amanda McDade, Executive Director
DATE: May 19, 2023
SUBJECT: NWRC Routine Contracts/Amendments

Background

The Northwest Regional Council receives funding from various sources and, in turn, contracts for a variety of community services. An update of contracted activity is provided at each NWRC Board meeting.

Issue

Since November 18, 2022, we have received the following contracts or amendments:

Contracts

Contract No.	Purpose	Amount	Dates
2169-23660 Amendment 1	Return of CRRSAA Vaccine Funding to DSHS	-\$39,143.00	7/1/21 - 9/30/22
2269-38387	Amendment - Increase OAA Contract Consideration	\$8,819.00 increase	1/1/22 - 9/30/23
K4808 Amendment 3	Extend Health Homes Lead Agreement	Fee for Service	1/1/23 - 12/31/23
2369-46174	AAA Agreement - MAC/TSOA Implementation	\$427,821.00	1/1/23 - 12/31/23
201911036-5	Extension of Whatcom County Jail Health Contract	\$1,824,138.00	1/1/23 - 12/31/23
2369-46214	OAA - Interlocal Agreement	\$1,618,277.00	1/1/23 - 12/31/23
HS-02-21 Amendment 2	Pass-through Funding from Island County	\$25,375.90	1/1/23 - 12/31/23
202211037	Whatcom County Meals on Wheels Funding	\$120,000.00	1/1/23 - 12/31/24
C20230028	2023 Recovery Care Coordination Personal Services Agreement - Skagit County	Fee for Service	1/1/23 - 12/31/24

Contracts, cont.

Contract No.	Purpose	Amount	Dates
N/A	CHPW DSNP Health Home Lead Agreement	Fee for Service	1/1/23 - ongoing
N/A	Coordinated Care/WellCare of Washington DSNP Health Home Lead Agreement	Fee for Service	1/1/23 - ongoing
N/A	Humana DSNP Health Home Lead Agreement	Fee for Service	1/1/23 - ongoing
N/A	Molina DSNP Health Home Lead Agreement	Fee for Service	1/1/23 - ongoing
N/A	United Health Care DSNP Health Home Lead Agreement	Fee for Service	1/1/23 - ongoing
MHW HHSA22	Molina Health Home Agreement - increased per-tier rates	Fee for Service	2/23/23 - ongoing

Subcontracts for Services

Contract No.	Contractor	Purpose	Dates
242002-FCSG	San Juan County	Family Caregiver Support Group	1/1/23 - 12/31/23
242003-FCSG	Skagit Adult Day Program	Family Caregiver Support Group	1/1/23 - 12/31/23
242004-FCSG	Island Senior Resources	Family Caregiver Support Group	1/1/23 - 12/31/23
242005-FCSG	Dementia Support Northwest	Family Caregiver Support Group	1/1/23 - 12/31/23
242006-FCSG	Ellen Kellor dba Age-Well LLC	Family Caregiver Support Group	2/1/23 - 12/31/23
242008-IAFC	San Juan County	Information and Assistance and Family Caregiver Support Program	1/1/23 - 12/31/23
242009-IAFC	Island Senior Resources	Information and Assistance and Family Caregiver Support Program	1/1/23 - 12/31/23
242010-CM	Island Senior Resources	Case Management	1/1/23 - 12/31/23
242011-KCSP	Brigid Collins	Kinship Caregiver Support Program	1/1/23 - 12/31/23

Subcontracts for Services, cont.

Contract No.	Contractor	Purpose	Dates
242012-KCSP/KNAV	Opportunity Council	Kinship Caregiver Support Program	1/1/23 - 12/31/23
242014-LEGAL	Northwest Justice Project	Legal Assistance	1/1/23 - 12/31/23
242015-LTCO	Multi-Service Center	Long-Term Care Ombudsman	1/1/23 - 12/31/23
242017-NUTR	Island Senior Resources	Nutrition Services	1/1/23 - 12/31/23
242018-NUTR	Skagit County Public Health	Nutrition Services	1/1/23 - 12/31/23
242019-NUTR	Whatcom Council on Aging	Nutrition Services	1/1/23 - 12/31/23
242021-VSERV	Community Action of Skagit County	Volunteer Services	1/1/23 - 12/31/23
242022-VSERV	Opportunity Council	Volunteer Services	1/1/23 - 12/31/23
242023-VSERV	Island Senior Resources	Volunteer Services	1/1/23 - 12/31/23
2312-46711	Deborah Dubendorf, RN dba Good for Your Sole Foot Care	COPES Skilled Nursing	2/1/23 - 6/30/26
2312-46936	Toles Unlimited, Inc., dba BioClean WA	Community Transition and Stabilization Services	2/15/23 - 6/30/26
260353-DSP	The Upfront Theatre	Dementia-Focused Improv Workshops	2/15/23 - 6/30/26
260125-FCSP-C	Charisma Bystrom, LMT	Caregiver Consultant - Massage Therapy	3/1/23 - 6/30/26
260126-FCSP-C	Megan LeBoutillier, LMT dba Bouti Bodyworx LLC	Caregiver Consultant - Massage Therapy	3/1/23 - 6/30/26
2312-47187	Charisma Bystrom, LMT	Massage Therapy	3/1/23 - 6/30/26
2312-47462	Megan LeBoutillier, LMT dba Bouti Bodyworx LLC	Massage Therapy	3/1/23 - 6/30/26

Terminated Contracts

Contract No.	Contractor (Termed Date)	Purpose	Dates
250065-NEMT	Golden Medical Transportation (03/30/23)	Termination for Convenience	7/1/21 - 3/30/23

Amendments

Contract No.	Contractor	Purpose	Dates
242017-NUTR [01]	Island Senior Resources	Meal reallocation to include "Emergency/To Go" meals	1/1/23 - 12/31/23
200090-HH [05]	Compass Health	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200091-HH [05]	Full Life Care	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200093-HH [05]	Sea Mar Community Health Center	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200094-HH [05]	Sunrise Services	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200096-HH [05]	Asian Counseling and Referral Services	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200097-HH [02]	Lummi Nation	To extend contract expiration date to 12/31/23. Revised Exh D to include DNSP update.	1/1/23 - 12/31/23
200215-SHS [05]	Advancement NW	To extend contract expiration date to 12/31/23 and increase per diem rate from \$95 to \$100.	1/1/23 - 12/31/23

Amendments, cont.

Contract No.	Contractor	Purpose	Dates
200216-SHS [05]	Take Aim	To extend contract expiration date to 12/31/23 and increase per diem rate from \$95 to \$100.	1/1/23 - 12/31/23
200221-SHS [05]	Lisa Silverman	To extend contract expiration date to 12/31/23 and increase per diem rate from \$95 to \$100.	1/1/23 - 12/31/23
220227-JHP-T [02]	Elena Dolitsky, RN	Extend contract term through 12/31/2023	1/1/23 - 12/31/23
220228-JHP-T [02]	Maurice Sean McDonald, LPN	Extend contract term through 12/31/2023	1/1/23 - 12/31/23
250060-NEMT [03]	Beck and Call LLC	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250061-NEMT [03]	Birch Bay Cab Company dba Red Cab	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250064-NEMT [03]	City Cab Inc., dba Red Cab	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250065-NEMT [03]	Golden Medical Transportation, LLC	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250066-NEMT [03]	Brian A. Collins, dba J&B Transportation	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250067-NEMT [03]	Safe Transportation, LLC	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250069-NEMT [03]	Medstar Transportation	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250070-NEMT [03]	Community Action	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250071-NEMT [03]	Island Senior Resources	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250072-NEMT [03]	D&A Transportation	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250073-NEMT [01]	Cascade Ambulance Service, Inc.	PHE-related pick-up fee increase ending	1/1/23 - 6/30/25
250072-NEMT [04]	D&A Transportation	Quarterly rate change	1/1/23 - 6/30/25
200097-HH [03]	Lummi Nation	Increase rate for face-to-face encounters with AI/AN members.	1/1/23 - ongoing

Amendments, cont.

Contract No.	Contractor	Purpose	Dates
242021-VSERV [01]	Community Action	Awarding additional one-time funding for volunteer services	3/1/23 - 12/31/23
242022-VSERV [01]	Opportunity Council	Awarding additional one-time funding for volunteer services	3/1/23 - 12/31/23
242023-VSERV [01]	Island Senior Services	Awarding additional one-time funding for volunteer services	3/1/23 - 12/31/23
260353-DSP [01]	The Upfront Theatre	Increase consideration to pay for attendance at improv training provided by Taproot Theatre	3/14/23 - 6/30/26
250064-NEMT [04]	City Cab Inc., dba Red Cab	Quarterly rate change	4/1/23 - 6/30/25
250066-NEMT [04]	Brian A. Collins, dba J&B Transportation	Quarterly rate change	4/1/23 - 6/30/25
250072-NEMT [05]	D&A Transportation	Quarterly rate change	4/1/23 - 6/30/25

Agreements

Organization	Purpose	Dates
People for People	NEMT Software Support Agreement	12/1/22 - 11/30/23
PeaceHealth	PeaceHealth Link Provider Access Agreement - EPIC Access for NWRC staff	12/8/22 - ongoing
Qualifacts	Remove monthly charges for Credible Mobile for Behavioral Health	12/14/22 - ongoing
City of Oak Harbor	2023 Oak Harbor Office Lease	1/1/23 - 12/31/23
Dan Murphy	Executive Director Consulting	1/1/23 - 12/31/23
Centene Corporation	Business Associate Agreement for Coordinated Care/WellCare DSNP Program	1/1/23 - ongoing
Phreesia, Inc.	License for use of PAM for Care Coordination	1/1/23 - ongoing
Landmark Real Estate Management	Bellingham office lease extension	6/1/23 - 5/31/28

Proposed Motion:

The Northwest Regional Council approves the above referenced contracts and agreements.



Memorandum

To: Northwest Regional Council Governing Board
From: Amanda McDade, Executive Director
Date: May 19, 2023
RE: Signatures of Authoritative Body - Whatcom County Treasurer Annual Requirement

Background

Whatcom County serves as the treasurer for the NWRC and requires a Board approved annual list of membership and current signatures of the NWRC's governing body.

Current Issue

We have prepared a document that lists the 2023 membership and will circulate for signatures of all Board members.

Proposed Motion:

The Northwest Regional Council accepts and validates the listing of its membership for 2023.

NORTHWEST REGIONAL COUNCIL

Signatures of Authoritative Body For Whatcom County Treasurer

Melanie Bacon
Island County Commissioner

Jill Johnson
Island County Commissioner

Christine Minney
San Juan County Council Member

Jane Fuller
San Juan County Council Member

Peter Browning
Skagit County Commissioner

Ron Wesen
Skagit County Commissioner

Satpal Sidhu
Whatcom County Executive

Kathy Kershner
Whatcom County Council Member

Attest:

Amanda McDade
Executive Director

May 19, 2023 Meeting



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: May 19, 2023

SUBJECT: Proposed Benefit Changes

Proposed benefit changes were discussed at the December 2022 meeting to include the addition of 3 Wellness Days and revising the existing policy which addresses vacation pay out. Per the Governing Board request, this proposal is being presented again for consideration after NWRC representatives met with Commissioner Melanie Bacon on February 2, 2023, to review market research and agency data which contributed to this proposal. Key points discussed with Commissioner Bacon regarding our market research are summarized as follows:

When compared to Area Agencies on Aging around the State, Home and Community Services (HCS), and DSHS, NWRCs vacation accrual is consistently trending behind market. Additional social services agencies in the region were reviewed, which further supported these findings. When the hourly accruals were averaged across comparable agencies, NWRC's annual vacation accrual is behind by 22 hours annually. In addition, 24% of employee separations in 2022 were due to mental health and burn out.

To address the disparity between similar agencies and NWRC vacation accrual, while balancing fiscal burden and providing ample time off for social service professionals, we'd like to offer 3 Wellness Days (24 hours total). Wellness days would be structured similar to the Personal Holiday, meaning the days are to be used annually or they will expire at the end of the calendar year. Wellness Days also support NWRC's equity initiatives, in that staff may utilize the days to prioritize whatever wellness looks like to them as individuals, whether it be additional time off for vacation, cultural reasons, mental health, etc. This proposal also allows NWRC to retain our valuable staff and be competitive in the recruitment market.

In addition, we are proposing changes to our vacation pay out policy, which currently states that an "employee may elect to cash out 25% of their accrued vacation time a maximum of twice a calendar year." We propose reducing the number of times staff can get their vacation balances paid out to 1x per year. While only 17% of our staff are maintaining large vacation balances, we are seeking to disincentivize growing large vacation balances, and thereby incentivizing planning appropriate and restorative vacations. This small policy change also alleviates some of the high fiscal burden these large balances can create.

PROPOSED MOTION:

The Northwest Regional Council approves 3 additional personal holidays (Wellness Days) to be available for employee use effective June 1, 2023, and approves vacation pay out to be 1 time per calendar year, effective January 1, 2024.



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: May 19, 2023

SUBJECT: Market Rate and Staffing Adjustments

NWRC's compensation policy is to maintain market level salaries in order to recruit and retain qualified staff. Additionally, the policies allow for reclassification of positions when responsibilities increase, or before significant changes to the scope of an employee's job are made. I recommend reclassification of the following positions:

1. Market Rate Adjustment to Range 6 of Salary Schedule:

Propose a 4% MRA to Range 6 and reclassification of 1 existing Case Manager FTE to Lead Case Manager, placement in Range 6. This addresses three issues:

- A. Increases Contract Specialist wages to meeting the new base WA State Minimum Wage due to being an exempt position.
- B. Serves as the first step to a two-step solution for Behavioral Health Clinician Wages. BHC wages are commonly based upon Independent Licensure status. NWRC currently employs Independently Licensed and non-licensed Clinicians and does not differentiate between the two for salary schedule placement. *The market rate analysis indicated that NWRC clinician wages are 3.2-4.8% behind market for non-licensed, and 12-14.6% behind for Independently Licensed Clinicians.* By increasing the current wage 4% it addresses the immediate market misalignment for non-licensed. When we work the mid-year budget we plan to propose the 2nd step of differentiating wages based on licensure.
- C. Places a *Lead Case Manager* at an appropriate wage for additional duties, which is a 12.32% increase from a Case Manager wage, and 12.33% away from the Supervisor level wage.

2. Reclass of 1 existing Case Manager FTE to a *Lead Case Manager*:

The complexity of the state Medicaid's Title 19 case management system has grown exponentially over the last decade. Our case managers toggle between 6 different

portals and electronic tools every day; to get a simple piece of durable medical equipment can take months due to the steps in place and the Provider One payment system. Additionally, our clientele has grown more complex with a higher percentage of clients living with mental illness, dementia and highly complex medical issues than a decade ago. This all leads to a training time that exceeds all other client-facing roles in the agency. A case manager does not fully manage a whole case load on their own for at least 6 months. Any turnover in this team means all other case managers, as well as the supervisors, cover the 'unmanaged caseload'. Supervisors' time additionally becomes overly consumed with training new staff. This has taken an extreme toll on the supervisors, who perform administrative hearings, policy updates, file reviews and all other aspects of daily support to the teams who carry between 500 and 650 clients each.

I am recommending creating a Lead Case Manager position out of an existing FTE, who would continue to carry a half case-load and help with new and ongoing training of case managers as well as assist with the Quality Assurance component of the state long term care case management system. Case Loads have grown at a much slower rate over the last year so the additional FTE we achieved at the December board meeting means we are still able to keep optimal caseloads with this change.

This recommendation would increase 1 staff position's compensation by 12% and 8 positions by 4%. Total cost increase would be \$42,850 in the first year.

PROPOSED MOTION:

The NWRC Governing Board authorizes the proposed Market Rate Adjustment to Range 6 of the salary schedule, and the addition of a Lead Case Manager role, effective June 1st, 2023.



Memorandum

TO: Northwest Regional Council

FROM: Amanda McDade, Executive Director

Date: May 19, 2023

SUBJECT: Establish Reloadable Debit Card Account Balance

Background

NWRC utilizes a Reloadable Debit Card, that is ReliaCard issued by U.S. Bank, to reimburse its Non-Emergency Medical Transportation (NEMT) clients for out-of-pocket expenses for visiting their medical providers. The reimbursement completion time is currently a week after a request is received – it goes thru a process of review and approval, then funds are transferred from NWRC's imprest/checking account to its ReliaCard account with U.S. Bank before funds are loaded onto individual ReliaCards to be sent out. The program has streamlined the reimbursement process and generated positive response from NWRC's NEMT clients.

NWRC plans to expand the use of ReliaCard to its gas voucher program where NEMT clients go to contracted gas stations to pump gas in advance of their medical appointments. The costs are reimbursed monthly by NWRC to the gas stations or paid on NWRC credit cards. The expansion will require NEMT clients to purchase their gas and submit a request for expense reimbursement. This change will avoid incurring expenses before clients have completed their medical trips and enable clients to purchase gas at any gas station, an important fact because the number of gas stations willing to participate in the gas voucher program has been dwindling. In addition, NWRC also plans to increase the frequency of funding ReliaCards, eventually to daily funding, to shorten turnaround time and incentivize client participation.

To reduce administrative burden of daily fund transfers and reconciliations, NWRC considers establishing an account balance of \$10,000 for its ReliasCard account with U.S. Bank, an amount approximating a weekly reimbursement total to its NEMT clients. As such, fund transfers and reconciliations can be performed on a weekly basis and efficiency is ensured.

NWRC has discussed the issue with the State Auditor's Office (SAO) and obtained guidance on the requirements of depositing public funds with a financial institution approved by the State Treasurer.

(360) 676-6749 • 600 Lakeway Dr • Bellingham, WA 98225

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

Recommendation

I recommend that NWRC begin to maintain a cash balance of \$10,000 in its Reloadable Debit Card account, to improve workflow, and ensure timely payment to its Non-Emergency Medical Transportation clients.

NWRC will continue the policies and procedures to ensure appropriate approval processes, segregation of duties, and weekly account reconciliations.

Proposed Motion: The Northwest Regional Council hereby authorizes the Executive Director to establish a balance of \$10,000 for its Reloadable Debit Card account at U.S. Bank in Bellingham.

Memorandum

TO: Northwest Senior Services Board

FROM: Amanda McDade, Executive Director

DATE: May 19, 2023

SUBJECT: Strategic Plan Outline

Background

We have begun working on our strategic plan process, which is on a four-year cycle. Our next plan will be for the period 2024 - 2027. The planning schedule is as follows:

- **March – June:** Data gathering, regional key informant discussions, Northwest Senior Services Board engagement
- **July:** Draft prepared and circulated
- **August – September:** Public comment
- **October:** Final draft prepared, reviewed by NWSSB
- **November:** Final Draft submitted
- **December:** Final draft presented to NWRC Governing Board for approval

We have tentatively identified six issue areas that will be the focus of our planning. The first five of these issue areas are carried over from our previous strategic plan.

1. **Building Long-Term Services and Supports to meet Complex Needs**
2. **Providing Information and Access**
3. **Supporting Family Caregivers and People Impacted by Dementia**
4. **Transportation**



5. Coordination with Tribes

6. Behavioral Health & Social Isolation

Other areas of focus may emerge as our process unfolds, but I request your approval to use these as a starting point.

PROPOSED MOTION:

The Northwest Regional Council authorizes staff to proceed with development of the 2024 - 2027 Strategic Plan, with focus on the following areas:

- 1. Building Long-Term Services and Supports to meet Complex Needs**
- 2. Providing Information and Access**
- 3. Supporting Family Caregivers and People Impacted by Dementia**
- 4. Transportation**
- 5. Coordination with Tribes**
- 6. Behavioral Health and Isolation**