MINUTES

THE DEEP EAST TEXAS REGIONAL
MENTAL HEALTH MENTAL RETARDATION SERVICES
BOARD OF TRUSTEES MEETING

FEBRUARY 27, 1990

BOARD MEMBERS PRESENT:

Judge Allen Sturrock, Chairman
Dan Dominey, Vice Chairman
Judge Charles English, Treasurer
Ward R. Burke
Nancy Speck, Ph.D.
Bobbie Morgan

BOARD MEMBERS ABSENT:

Gaffney Phillips, Secretary
Reverend Robert Carter
Mrs. Nancy Fuller

OTHERS PRESENT:

Jim McDermott, Ph.D.	MHMR
Mrs. Susan Rushing	MHMR
Mrs. Linda Naff	MHMR
Mr. George Patterson	MHMR
Mr. Tim Richerson	MHMR
Mrs. Sandy Vann	MHMR
Mrs. Marsha Ford	MHMR
Doris Huls	MHMR
Mrs. Fern Lufsey	MHMR Foster Parent
Rhonda Horton	MHMR Foster Client

The 210th meeting of the Board of Trustees was held in the Ward R. Burke Community Room of the Central Administration Facility, 4101 South Medford Drive, Lufkin, on Tuesday, February 27, 1990 at 4:00 P.M.

INVOCATION: Mr. Ward Burke gave the invocation.

CALL TO ORDER AND RECOGNITION OF GUESTS: There being a quorum present, Chairman Sturrock called the meeting to order at 4:00 P.M. He welcomed Doris Huls, a social worker at our Family Support facility, Mrs. Fern Lufsey, one of the Center's foster care parents, and Rhonda Horton, a foster care client, who were here to discuss their experiences with the Center's foster care program.

APPROVAL OF MINUTES OF PREVIOUS BOARD MEETING: There being no additions or corrections to the Minutes of January Board Meeting, on a motion by Mr. Burke, seconded by Mr. Dominey, the Board unanimously approved the Minutes of the January 30, 1990 Board Meeting.

CHIEF EXECUTIVE OFFICER'S REPORT:

1. Topics for an upcoming Board Workshop were discussed. Mr. Burke suggested a discussion concerning what we foresee in the next year or two in federal and state trends that might impact us, and Judge Sturrock suggested a visit to Peavy Switch Recovery Center or Pineywoods Hospital.

2. Nancy Fuller is resigning from the Board because she is moving to Houston.

3. An Analysis of the Contingency fund for Medicare was reviewed and discussed by the Board. Dr. McDermott explained that the funds actually belong to Pineywoods Hospital and will be returned to their budget if we are not required to reimburse Medicare.

4. Local Match Report: Hardin, San Augustine, Houston, Jasper, San Jacinto, Polk, Newton, Trinity, and Tyler Counties have paid their pledges in full, and Sabine County has paid half of their pledge. A request for payment has been mailed to Shelby County. We expect to hear from Nacogdoches County soon now that their roll-back election has passed.

5. Call on Directors for Reports:

   Chief Operating Officer

   a. Susan introduced Marsha Ford who then introduced Doris Huls, Mrs. Lufsey, and Rhonda Horton. Doris explained how the foster care program operates, and Mrs. Lufsey and Ms. Horton told the Board how they benefitted from the program.

   b. The Center's Cornerstone program just received a national award from the American Council on Early Education.

   c. Update on Agreement with City of Hudson: The City of Hudson passed a resolution stating that they will accept our sewage, so Wayne Haglund is preparing a document for signatures from all parties involved in the agreement.

   b. Effective March 1st, we can start billing Medicaid for case management services.

   e. We have been holding sessions with the Daybreak staff in Beaumont, and have agreed that effective March 1st, we will be allocated seven beds at the facility for our region. All future admissions to Daybreak must be made through our staff liaison person for any person from our region.

f. We have recently joined an organization called the Citizens Advocacy for Addiction Recovery and Education (CAARE). This is a state-wide organization sponsored by TCADA with a purpose of educating legislators on the problems of substance abuse

Director, Quality Assurance and Staff Development

a. George reviewed the Statement of Condition and Recommendations made by the TDMHMR Management Audit team, and reported that we were very pleased with the audit.

COMMITTEE RECOMMENDATIONS FOR BOARD APPROVAL

Budget and Finance Committee - Judge Charles English, Chairman

Consideration of Treasurer's Report: On a motion by Mr. Dominey, seconded by Judge English, the Board unanimously approved the following resolution:

> RESOLVED, by the Board of Trustees, THAT the Balance Sheet, Operating Statement, Statement of Changes in Fund Balance and Reserve, Internal Advances - Accounts Receivable, Internal Advances - Accounts Payable, and Budget Summaries of Receipts and Expenditures for the month of January, 1990 be approved as submitted; and THAT copies of each report be attached to the permanent Minutes of this Board meeting.

Consideration of Vehicle Purchase: On a motion by Judge English, seconded by Mr. Dominey, the Board unanimously approved the following resolution:

> RESOLVED, by the Board of Trustees, THAT the bid from Barrett Bros. Motor Company for the purchase of a 1990 Buick LeSabre car for the use of the Chief Executive Officer be accepted; THAT this vehicle be provided the Chief Executive Officer in lieu of a car allowance; and THAT a copy of the bids be maintained in the office of Business Services.

Consideration of Revised Fee Schedule: On a motion by Mr. Dominey, seconded by Judge English, the Board unanimously approved the following resolution:

RESOLVED, by the Board of Trustees, THAT the proposed revised Fee Schedule be approved as submitted; and THAT it become effective March 1, 1990.

Consideration of Bids for Construction of Family Center at Peavy Switch Recovery Center: On a motion by Judge English, seconded by Mr. Dominey, the Board unanimously approved the following resolution:

RESOLVED, by the Board of Trustees, THAT the bid from Kar-Lin Builders in the amount of $165,450 for construction of the Family Center at Peavy Switch Recovery Center be approved; THAT copies of the bids be maintained in the office of Business Services; and THAT they do therefore authorize Jim McDermott, Ph.D., Chief Executive Officer, to sign the Contract for Construction and authorize the contractor to proceed with the project as planned.

Program Committee - Mr. Ward R. Burke, Chairman

Consideration of First Quarter Goals Report: On a motion by Mrs. Morgan, seconded by Mr. Burke, the Board unanimously approved the following resolution:

RESOLVED, by the Board of Trustees, THAT the First Quarter Goals Report for FY 1990 be approved as submitted, and THAT a copy be attached to the permanent Minutes of this Board meeting.

Consideration of Comprehensive Service Area Plan: On a motion by Mr. Burke, seconded by Mrs. Morgan, the Board unanimously approved the following resolution:

RESOLVED, by the Board of Trustees, THAT they do hereby approve the FY 1989 edition of the Comprehensive Service Area Plan; THAT the Resolution of Approval be signed by Judge Allen Sturrock, Board Chairman, and Jim McDermott, Chief Executive Officer; and THAT a copy of the Plan be maintained on file in the office of the Chief Executive Officer.

Personnel and Public Education Committee - Reverend Robert Carter, Chairman

There were no personnel matters for Board consideration.

INVITE COMMENTS FROM VISITORS: There were no comments from visitors at this time.

DESIGNATION OF DATE, TIME, AND LOCATION OF NEXT BOARD MEETINGS:

The schedule for the Board Meetings for March and April was set as follows:

Tuesday, March 27, 1990
Tuesday, April 24, 1990

Committee meetings will begin at 3:30 P.M., and the Board meeting will begin at 4:00 P.M. on March 27th.

In order for Board members to attend the going-away reception for Stephen F. Austin State University President, Dr. Johnson, the April 24th Board meeting will be held on campus in Nacogdoches. Committee meetings will begin at 4:00, and the Board meeting will begin at 4:30.

APPROVED:

Allen Sturrock

Judge Allen Sturrock, Chairman

Gaffney Phillips

Gaffney Phillips, Secretary

DEEP EAST TEXAS REGIONAL MHMR SERVICES
REVENUE BY FUND
9/1/89 - 1/31/90

SOURCE	ANNUAL BUDGET	Y-T-D REVENUE	Y-T-D BAL REMAINING	Y-T-D OVER(UNDER)	MONTHLY BUDGET	JANUARY REV RCPTS*	JANUARY REV RCV'BLE	JANUARY REVENUE	JANUARY OVER(UNDER)
LOCAL:									
ANGELINA COUNTY	29,286	12,202	17,084	(1)	2,441	0	2,440	2,440	(1)
HARDIN COUNTY	14,532	6,055	8,477	0	1,211	1,211	0	1,211	0
HOUSTON COUNTY	6,584	2,743	3,841	0	549	548	0	548	(1)
JASPER COUNTY	11,595	4,831	6,764	0	966	4,831	0	4,831	3,865
NACOGDOCHES COUNTY	12,000	0	12,000	(5,000)	1,000	0	0	0	(1,000)
NEWTON COUNTY	3,000	2,494	506	1,244	250	2,494	0	2,494	2,244
POLK COUNTY	9,846	4,103	5,743	1	821	4,103	0	4,103	3,282
SABINE COUNTY	2,838	1,182	1,656	(1)	237	236	0	236	(1)
SAN AUGUSTINE COUNTY	2,802	1,167	1,635	(1)	234	233	0	233	(1)
SAN JACINTO COUNTY	4,107	1,711	2,396	0	342	1,711	0	1,711	1,369
SHELBY COUNTY	6,400	2,667	3,733	0	533	0	534	534	1
TRINITY COUNTY	5,127	2,136	2,991	0	427	427	0	427	0
TYLER COUNTY	7,609	3,170	4,439	0	634	634	0	634	0
CLIENT GOVERNMENTAL BENEFITS	119,628	50,497	69,131	652	9,969	10,648	0	10,648	679
CLIENT WORKSHOP FEES	0	11,591	(11,591)	11,591	0	2,028	0	2,028	2,028
COURT COMMITMENT INCOME	20,000	9,148	10,852	815	1,667	290	3,303	3,593	1,926
DEBT PROCEEDS	0	161,902	(161,902)	161,902	0	37,501	0	37,501	37,501
DHS PROTECTIVE SERVICES	5,700	140	5,560	(2,235)	475	(19)	117	98	(377)
DHS PROTECTIVE SVCS-IN HOME	148,091	53,770	94,321	(7,935)	12,341	(155)	9,771	9,616	(2,725)
DONATIONS	952	1,165	(213)	768	79	1,165	0	1,165	1,086
FARM INCOME	0	352	(352)	352	0	1	0	1	1
FOUNDATION GRANT	735,200	114,139	621,061	(192,194)	61,267	33,343	0	33,343	(27,924)
ICF-MR	883,842	381,459	502,383	13,192	73,654	(3,666)	64,357	60,691	(12,963)
INTEREST INCOME	90,908	74,995	15,913	37,117	7,576	17,391	0	17,391	9,815
KITCHEN REVENUE	7,000	2,060	4,940	(857)	583	395	0	395	(188)
MANAGEMENT FEES	2,000	600	1,400	(233)	167	200	0	200	33
MISCELLANEOUS	3,800	7,268	(3,468)	5,685	317	1,225	0	1,225	908
NACOGDOCHES ISD	6,740	3,438	3,302	630	562	0	688	688	126
PATIENT FEES	916,622	365,742	550,880	(16,184)	76,385	81,951	0	81,951	5,566
PINEYWOODS ANNEX	42,772	0	42,772	(17,822)	3,564	0	0	0	(3,564)
SALES REVENUE	53,460	5,398	48,062	(16,877)	4,455	3,202	0	3,202	(1,253)
SEMINAR FEES	5,000	408	4,592	(1,675)	417	0	0	0	(417)
STATE DEPT OF HIGHWAYS	555,644	205,755	349,889	(25,763)	46,304	532	34,936	35,468	(10,836)
SURPLUS REVENUE	20,000	6,232	13,768	(2,101)	1,667	895	0	895	(772)
VOCATIONAL SERVICES	3,000	4,056	(1,056)	2,806	250	0	834	834	584
WORKSHOP PRODUCTION	246,040	119,674	126,366	17,157	20,503	19,207	6,251	25,458	4,955
STATE:									
DHS ADULT DAY CARE	37,000	19,031	17,969	3,614	3,083	0	4,015	4,015	932
DHS CHILD DAY CARE	216,885	88,238	128,647	(2,131)	18,074	(311)	19,002	18,691	617
EARLY CHILDHOOD INTERVENTION	516,654	178,219	338,435	(37,054)	43,055	0	36,251	36,251	(6,804)
GENERAL REVENUE	3,720,913	1,550,380	2,170,533	0	310,076	310,076	0	310,076	0
JTPA	500	326	174	118	42	55	0	55	13
LELSZ	891,332	292,715	598,617	(78,673)	74,278	44,296	0	44,296	(29,982)
PROBATION DEPT.	180,000	91,300	88,700	16,300	15,000	0	20,250	20,250	5,250
RAJ	984,224	415,152	569,072	5,059	82,019	895	82,019	82,914	895
RIDER 38 (LIAISON)	80,000	71,046	8,954	37,713	6,667	0	15,084	15,084	8,417
SYETP	28,000	4,950	23,050	(6,717)	2,333	0	0	0	(2,333)
TX REHABILITATION COMM.	36,055	33,535	2,520	18,512	3,005	390	2,155	2,545	(460)
FEDERAL:									
CHAPTER I	32,875	12,387	12,222	6,955	2,740	2,881	0	2,881	141
CHAPTER I CARRYOVER	28,838	20,653	(199,958)	216,780	2,403	1,298	2,894	4,192	1,789
HCS	509,668	228,796	280,872	16,434	42,472	(92)	47,524	47,432	4,960
HUD GRANT	157,419	0	157,419	(65,591)	13,118	0	0	0	(13,118)
MHBG	216,639	90,419	126,220	153	18,053	0	18,053	18,053	0
TCADA	358,424	184,071	174,353	34,728	29,869	4,902	31,136	36,038	6,169
USDA	31,680	12,881	18,799	(319)	2,640	0	2,827	2,827	187
TOTAL	12,009,231	4,918,349	6,874,473	130,914	1,000,774	586,952	404,441	991,393	(9,381)

*NEGATIVE AMOUNTS REPRESENT PRIOR MONTHS' CORRECTIONS FLOWING THROUGH THE CURRENT MONTH.

Attachment to Item IV-A-1
2/27/90

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DEEP EAST TEXAS REGIONAL MHMR SERVICES
EXPENDITURES BY COST CATEGORY
9/1/89 - 1/31/90

EXPENSE CATEGORY	ANNUAL BUDGET	Y-T-D EXP & ENC	Y-T-D BAL REMAINING	Y-T-D OVER(UNDER)	MONTHLY BUDGET	JANUARY EXP & ENC	JANUARY OVER(UNDER)
SALARIES	6,261,449	2,369,471	3,891,978	(239,466)	521,787	481,818	(39,969)
MERIT INCREASE	28,030	10,560	17,470	(1,119)	2,336	1,520	(816)
PHYSICIANS ON CALL	60,000	25,000	35,000	0	5,000	5,000	0
FRINGE BENEFITS:							
MEDICARE PAYROLL TAX	8,084	21,681	(13,597)	18,313	674	4,544	3,870
INSURANCE	472,617	212,873	259,744	15,949	39,385	64,292	24,907
RETIREMENT	477,617	167,684	309,933	(31,323)	39,801	32,591	(7,210)
WORKMAN'S COMPENSATION	83,514	22,611	60,903	(12,187)	6,960	5,837	(1,123)
UNEMPLOYMENT	5,907	6,123	(216)	3,662	492	2,894	2,402
TSA	3,750	3,750	0	2,188	313	0	(313)
TRAVEL	237,547	89,010	148,537	(9,968)	19,796	16,371	(3,425)
CONSULTANTS & PROFESSIONALS	194,307	37,949	156,358	(43,012)	16,192	(11,045)	(27,237)
CONTRACTS	955,182	416,600	538,582	18,608	79,599	122,413	42,815
DRUGS	36,570	15,370	21,200	133	3,048	4,226	1,179
FOOD	203,128	76,972	126,156	(7,665)	16,927	16,638	(289)
SUPPLIES	374,121	142,819	231,302	(13,065)	31,177	22,894	(8,283)
CONSTRUCTION IN PROGRESS	224,300	48,526	175,774	(44,932)	18,692	10,365	(8,327)
BUILDING PURCHASE	0	2,730	(2,730)	2,730	0	0	0
BUILDING REMODELING	118,001	37,667	80,334	(11,500)	9,833	1,030	(8,803)
BUILDING REPAIR & MAINT	58,425	30,023	28,402	5,679	4,869	7,226	2,357
BUILDING RENT	243,613	100,388	143,225	(1,117)	20,301	20,170	(131)
VEHICLE PURCHASE	65,000	68,450	(3,450)	41,367	5,417	0	(5,417)
VEHICLE LEASE	410	821	(411)	650	34	0	(34)
VEHICLE REPAIR & MAINT	46,620	21,730	24,890	2,305	3,885	4,661	776
VEHICLE OPERATION	102,135	38,364	63,771	(4,192)	8,511	8,374	(137)
EQUIPMENT PURCHASE	192,451	54,952	137,499	(25,236)	16,038	11,500	(4,538)
EQUIPMENT RENTAL	57,113	24,675	32,438	878	4,759	3,886	(873)
EQUIPMENT REPAIR & MAINT	33,952	14,881	19,071	734	2,829	3,964	1,135
DEBT RETIREMENT	175,926	84,152	91,774	10,850	14,661	27,634	12,974
INTEREST EXPENSE	74,631	33,364	41,267	2,268	6,219	6,798	579
POSTAGE	26,555	9,191	17,364	(1,874)	2,213	835	(1,378)
TELEPHONE	151,161	56,777	94,384	(6,207)	12,597	12,586	(11)
UTILITIES	199,592	75,377	124,215	(7,786)	16,633	18,429	1,796
INSURANCE	86,088	43,300	42,788	7,430	7,174	18,961	11,787
TX INDUSTRY FOR BLIND	31,138	11,379	19,759	(1,595)	2,595	2,150	(445)
CLINT TRAINING WAGE	328,578	122,193	206,385	(14,715)	27,382	25,275	(2,107)
CLIENT FRINGE	45,525	24,602	20,923	5,633	3,794	6,862	3,068
CLIENT ACTIVITY EXPENSE	7,940	2,615	5,325	(693)	662	83	(579)
COURT COMMITMENT EXPENSE	20,000	9,243	10,757	910	1,667	3,593	1,926
FOSTER CARE RESPITE	16,200	4,925	11,275	(1,825)	1,350	800	(550)
CONTINGENCY EXPENSE	0	10,723	(10,723)	10,723	0	2,444	2,444
LABORATORY FEES	3,425	1,224	2,201	(203)	285	500	215
H.B. 1154 EXPENSE	117,198	37,617	79,581	(11,216)	9,767	17,147	7,381
RECRUITMENT EXPENSE	35,000	5,464	29,536	(9,119)	2,917	1,976	(941)
PUBLIC RELATIONS/RETENTION	3,000	1,170	1,830	(80)	250	523	273
MISCELLANEOUS EXPENSES	143,431	38,144	105,287	(21,619)	11,953	8,474	(3,479)
CASH SHORT & OVER	0	4	(4)	4	0	4	4
TOTAL	12,009,231	4,633,144	7,376,087	(370,700)	1,000,769	996,243	(4,526)

Attachment to Item IV-A-1
2/27/90

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DEEP EAST TEXAS REGIONAL MHMR SERVICES
REVENUES AND EXPENDITURES BY PROGRAM
9/1/89 - 1/31/90

EXPENSE CATEGORY	ANNUAL BUDGET	JANUARY REVENUE	Y-T-D REVENUE	JANUARY EXP & ENC	Y-T-D EXP & ENC	PROFIT (LOSS)
MENTAL HEALTH:						
RESIDENTIAL	3,160,261	232,902	1,074,721	206,055	990,816	83,905
CLIENT & FAMILY SUPPORT	1,909,579	164,930	825,811	153,223	704,866	120,945
CASE MANAGEMENT	282,444	23,550	117,718	23,347	116,473	1,245
MH SUBTOTAL	5,352,284	421,382	2,018,250	382,625	1,812,155	206,095
MENTAL RETARDATION:						
RESIDENTIAL	1,670,047	114,913	709,926	149,161	675,277	34,649
CLIENT & FAMILY SUPPORT	3,501,828	272,545	1,389,786	291,899	1,388,702	1,084
CASE MANAGEMENT	119,767	9,977	50,647	10,282	49,582	1,065
MR SUBTOTAL	5,291,642	397,435	2,150,359	451,342	2,113,561	36,798
MANAGEMENT & SUPPORT	1,281,962	162,748	709,188	152,411	666,839	42,349
OTHER SERVICES	83,343	9,828	40,552	9,865	40,589	(37)
TOTALS	12,009,231	991,393	4,918,349	996,243	4,633,144	285,205

Attachment to Item IV-A-1
2/27/90

DEEP EAST TEXAS REGIONAL MHMR SERVICES
SUMMARY OF REVENUE AND EXPENDITURES
9/1/89 - 1/31/90

	JANUARY	Y-T-D
REVENUE	991,393	4,918,349
EXPENDITURES & ENCUMBRANCES	(996,243)	(4,633,144)
DIFFERENCE	(4,850)	285,205

ANALYSIS OF DEFERRED REVENUE:

BOND ISSUE	131,479
CHAPTER I CARRYOVER	0
CHAPTER I	50
COUNTY REVENUE	40,013
DONATIONS	9,961
TEMPLE FOUNDATION GRANT	648,478
GENERAL REVENUE	545,181
LELSZ	553,575
PINEYWOODS ANNEX	128,007
RAJ	17,547
MISCELLANEOUS	3,200
MEDICARE PART A OVERPAYMENTS	46,435
ICF-MR OVERPAYMENTS	3,171
SSI PAYMENTS	68
RETIREMENT FUNDS	4,771
TOTAL DEFERRED REVENUE	2,131,936

ANALYSIS OF RESTRICTED INTEREST INCOME:

RESERVE OPERATING FUND	4,576
BUILDING FUND	16
CONTINGENCY CD'S	10,723
TOTAL RESTRICTED INTEREST INCOME	15,315

Attachment to Item IV-A-1
2/27/90

DEEP EAST TEXAS REGIONAL MHMR SERVICES
BALANCE SHEET
JANUARY 31, 1990

		GENERAL OPERATING FUND	GENERAL FIXED ASSETS	TOTAL
ASSETS:				
Unrestricted Cash-General		1,301,505		
Restricted Cash:				
Cash from Bond Issue	94,353			
Int & Sinking Cash - Bonds	65,500			
Trust Funds - Clients	2,854			
Pension Funds	65,825			
Hardin Building Fund	9,138			
Foundation Grant	479,308			
Temple Grant	203,204			
Reserve Operating Funds	582,216			
Pineywoods Annex	129,807	1,632,205		
Total Cash in Bank		2,933,710		2,933,710
				0
Cash in Units		1,525		1,525
Accts Receivable-Client Fees	579,939			
Less: Allowance for				
Uncollectible Accounts	(178,524)	401,415		401,415
Accounts Receivable - Other		723,225		723,225
Accts Rec/Internal Advances		0		0
Prepaid Expenses		58,349		58,349
Supply Inventory		102,113		102,113
Amount to be Provided under:				
Long Term Agreements		931,186		931,186
Accrued Vacation		203,605		203,605
General Fixed Assets (at Cost):				
Equipment & Furniture			754,601	754,601
Vehicles			780,970	780,970
Building			2,656,261	2,656,261
Leasehold Improvements			12,848	12,848
Land			82,315	82,315
TOTAL ASSETS		5,355,128	4,286,995	9,642,123
LIABILITIES & FUND EQUITY				
Liabilities:				
Accounts Payable/Internal Advance		0		0
Accounts Payable		218,079		218,079
Employee Insurance Payable		0		0
Retirement Payable		64,356		64,356
Salaries/Travel Payable		22,436		22,436
Miscellaneous Payroll Deductions		1,111		1,111
Unemployment Tax Payable		3,619		3,619
Sales Tax Payable		146		146
Cafeteria Plan Payable		0		0
Deferred Revenue		2,131,936		2,131,936
Obligation under:				
Long-Term Agreements		931,186		931,186
Accrued Vacation		203,605		203,605
Trust Fund Payable		2,854		2,854
Contingency Fund		363,430		363,430
Total Liabilities		3,942,758	0	3,942,758
Fund Equity:				
Investment in Fixed Assets			4,286,995	4,286,995
Fund Balances:				
Reserved for Hardin Building		8,493		8,493
Reserved for Encumbrances		61,188		61,188
Unreserved		1,342,689		1,342,689
Total Fund Equity		1,412,370	4,286,995	5,699,365
TOTAL LIABILITIES & FUND EQUITY		5,355,128	4,286,995	9,642,123

Attachment to Item IV-A-1
2/27/90

DEEP EAST TEXAS REGIONAL MHMR SERVICES
STATEMENT OF CHANGES IN UNRESTRICTED FUND BALANCE AND FIXED ASSETS
JANUARY 31, 1990

	GENERAL OPERATING FUND	GENERAL FIXED ASSETS	TOTAL
BALANCE @ 12/31/89	1,348,218	4,261,604	5,609,822
REVENUE	991,393	0	991,393
EXPENDITURES	(996,243)	0	(996,243)
ADDITIONS TO FIXED ASSETS	0	33,632	33,632
DELETIONS OF FIXED ASSETS	0	(8,241)	(8,241)
CONVERSION OF CLIENT FEES FROM CASH BASIS TO ACCRUAL:			
CURRENT MONTH'S CASH RECEIPTS	(81,951)	0	(81,951)
CURRENT MONTH'S NET CHARGES	82,163	0	82,163
ADJUSTMENTS*	(891)	0	(891)
BALANCE @ 1/31/90	1,342,689	4,286,995	5,629,684

* BUSINESS PLAN EXPENSES	891
	891

ANALYSIS OF ACCOUNTS RECEIVABLE/ACCOUNTS PAYABLE - INTERNAL ADVANCES

BALANCE @ 1/31/90	0

Attachment to Item IV-A-1
2/27/90

DEEP EAST TEXAS REGIONAL MHMR SERVICES
FINANCIAL DEPOSITORIES
JANUARY 31, 1990

DEPOSITORY	NAME OF ACCOUNT	TYPE OF ACCOUNT	BALANCE OF ACCOUNT	FDIC/ FSLIC MAX.	SECURITIES PLEDGED
NCNB Texas Nat'l, Lufkin:	General Funds	MM Checking	34,213		
	Payroll	MM Checking	(428)		
	Employee Medical Plan	MM Checking	1,458		
	Foundation	MM Checking	0		
	Pineywoods Annex	MM Checking	0		
	Clients' Trust Fund	MM Checking	2,854		
	Reserve Operating	3 CD's	70,611	100,000	1,295,000
Total for NCNB Texas Nat'l, Lufkin			108,708	100,000	1,295,000
NCNB Texas Nat'l, Austin:	Bond Issue	Inv by Tx Council	94,353		94,353
	Bond Issue	Int & Sinking	65,500	0	65,500
Total for NCNB Texas Nat'l, Austin			159,853	0	159,853
Lovelady State Bank:	Chapter I	Checking	50		
	Pension	MM Checking	65,825	65,875	100,000
Total for Lovelady State Bank			65,875	65,875	100,000
First Bank & Trust, Diboll	Lelsz	MM Checking	53,776	53,776	300,000
First Nat'l Bank, San Augustine	Reserve Operating	1 CD	10,004	10,004	0
Commrcl Nat'l Bank, Nacogdoches	Reserve Operating	1 CD	20,741	20,741	0
First Nat'l Bank, Livingston	Reserve Operating	1 CD	26,105	26,105	0
First Nat'l Bank, Newton	Reserve Funds - PRTC	1 CD	5,256	5,256	0
First Nat'l Bank, Silsbee	Hardin Building Fund	1 CD	9,138	9,138	0
First Nat'l Bank, Woodville	Reserve Operating	1 CD	6,831	6,831	0
Crockett State Bank	Reserve Operating	1 CD	13,800	13,800	0
Citizens State Bank, Center	Reserve Funds - PRTC	1 CD	15,521	15,521	0
First State Bank, Hemphill	Reserve Funds - PRTC	1 CD	9,210	9,210	0
First Nat'l Bank, Jasper	Reserve Funds - PRTC	1 CD	9,553	9,553	0
Sub-total			514,371	345,810	1,854,853

Attachment to Item IV-A-1
2/27/90

DEEP EAST TEXAS REGIONAL MHMR SERVICES
FINANCIAL DEPOSITORIES
JANUARY 31, 1990

DEPOSITORY	NAME OF ACCOUNT	TYPE OF ACCOUNT	BALANCE OF ACCOUNT	FDIC/ FSLIC MAX.	SECURITIES PLEDGED
Sub-total from page 1			514,371	345,810	1,854,853
Bank of San Jacinto, Coldspring	Foundation	1 CD	7,000	7,000	0
Lufkin Reg. Federal Credit Union	Reserve Operating	Savings	25	25	0
First City Texas, Lufkin	Temple Funds	MM Checking	29,093	29,093	0
United States Government:	Temple Funds	Treasury Funds	174,111		174,111
	Lelsz	Treasury Funds	505,553		505,553
	Reserve Funds - PRTC	Treasury Funds	313,666		313,666
	Foundation	Treasury Funds	472,308		472,308
	Pineywoods Annex	Treasury Funds	129,807		129,807
	General Operating	Treasury Funds	706,883		706,883
	Reserve Operating	Treasury Funds	80,893	0	80,893
Total for United States Government Securities			2,383,221	0	2,383,221
Total of All Cash in Bank			2,933,710	381,928	4,238,074

Attachment to Item IV-A-1
2/27/90

9

1. MH CLIENT AND FAMILY SUPPORT — FEE CHARGE

A. Diagnostic Services

Screening	50.00 per episode
Emergency Screening	25.00 per episode
Assessment	25.00 per episode
Psychological Testing	50.00 per hour
Initial Psychiatric Assessment	100.00 per hour

B. Treatment Services

Individual/Marital/Family Therapy	50.00 per hour
Group Therapy	15.00 per hour
Psychiatric Therapy/Physician Office Visit	100.00 per hour
Physician Telephone Consultation (With or about patient for psychiatric, therapeutic, or diagnostic purposes)	25.00 per consultation
Case Documentation (Preparation of report of patient's psychiatric status, history, treatment, or progress [other than for legal or consultation purposes] for other physicians, agencies, or insurance carriers)	100.00 per hour
Psychiatric Court Consultation	100.00 per hour
Social Work/Psychological Court Consultation	50.00 per hour
Day Treatment/Psychosocial Services	20.00 per day
Medication Administration	5.00 per injection
Medication Injections:	
Prolixin Decanoate:	
6.5 mg	.75
12.5 mg	1.45
18.75 mg	2.18
25.0 mg	2.90
37.5 mg	4.35
50.0 mg	5.80
62.5 mg	7.25
75.0 mg	8.70
100.0 mg	11.60
125.0 mg	14.50
Haldol Decanoate - 50 mg/ml:	
50.0 mg	14.35
75.0 mg	21.53
100.0 mg	28.70
125.0 mg	35.88
150.0 mg	43.05
175.0 mg	50.23
200.0 mg	57.40
225.0 mg	64.58
250.0 mg	71.75

1. MH CLIENT AND FAMILY SUPPORT — FEE CHARGE

B. Treatment Services (Continued)

	Fee Charge
Haldol Decanoate - 100 mg/ml:	
50.0 mg	12.87
75.0 mg	19.31
100.0 mg	25.74
125.0 mg	32.18
150.0 mg	38.61
175.0 mg	45.02
200.0 mg	51.48
225.0 mg	57.92
250.0 mg	64.35
275.0 mg	70.79
300.0 mg	77.22
Other Injections	Actual Cost Per Client
Laboratory Tests (e.g., Lithium Level)	Actual Cost Per Client
Sheltered Workshop Training	10%/Client's Wage
Personal & Social Adjustment Training	Current 3rd Party Reimbursement
Work Adjustment Training	Current 3rd Party Reimbursement
On-Job Training	Current 3rd Party Reimbursement

C. Consultation and Educational Services

	Fee Charge
Fees will vary according to type and length of the program and the number of consultants/instructors involved. A minimum fee of $70.00 per hour will be charged.	Negotiable - Minimum fee of 70.00 per hour

D. Client Records

	Fee Charge
Copies of client medical records MHMR must have signed client consent form.	15.00 per set of records regardless of volume

2. MH RESIDENTIAL

A. Peavy Switch Recovery Center/Other Residential Substance Abuse Services

	Fee Charge
Hospital Detoxification	At Cost
Non-Hospital Detoxification:	
Room & Board (includes therapy)	337.62 per day
Primary Care (Rate includes room and board, therapy, and continuing care for 90 days following discharge from the facility, which includes six follow-up therapy sessions.)	314.29 per day

2. MH RESIDENTIAL — FEE CHARGE

A. Peavy Switch Recovery Center/Other Residential Substance Abuse Services (Continued)

Intermediate Care:	
Room & Board (includes therapy)	125.00 per day
Long-Term Care:	
Room & Board (includes therapy)	90.00 per day
Aftercare:	
Individual/Family/Group Therapy	50.00 per hour
Screening	25.00
Physician's Admission Note, History and Physical	125.00
Physician's Visit	40.00 per visit
Psychiatric Assessment	100.00 per hour
Psychiatric Therapy	100.00 per hour
Social History Assessment	50.00
Discharge Summary	75.00
Medications	At Cost
Ancillary Services	At Cost

B. Psychiatric Inpatient Services

Psychiatric Assessment	110.00 per assessment
Psychological Testing	60.00 per hour
Inpatient Hospitalization:	
Room & Board	250.00 per day
Physician's Admission Note, History, and Physical	125.00 per admission
Physician's Visit - Brief	35.00
Physician's Visit - Limited	45.00
Physician's Visit - Intermediate	55.00
Physician's Visit - Extended	65.00
Medications	Current Blue Cross/Blue Shield Inpatient Rate
Laboratory Services	Actual cost per client
Radiology Services	Actual cost per client
Emergency Medical Services	Actual cost per client
Consultations	Actual cost per client
Occupational Therapy Evaluation/Assessment	60.00 per eval./assessment
Occupational Therapy	60.00 per hour
Social History Assessment	50.00 per assessment
Social Therapy Group	50.00 per hour
Recreational Therapy Group	60.00 per hour
Behavioral/Emotional Assessment	50.00 per assessment
Psychotherapy Group	80.00 per hour
Individual Psychotherapy	110.00 per hour
Discharge Summary	75.00 per summary
Other (as ordered by physician)	Actual cost per client
Medical Testimony	110.00 per hour

2. MH RESIDENTIAL — FEE CHARGE

B. Psychiatric Inpatient Services (Continued)

24-Hour Observation, 12 hours or less	75.00 per admission
24-Hour Observation, more than 12 hours but less than 24 hours	150.00 per admission
Physician's Commitment Certificate	60.00
Nursing Services:	
Medication Education Group	40.00
Patient Rights Group	20.00
Music Therapy Group	20.00
Health Education Group	40.00
Coping Skills Group	40.00
Relaxation Therapy Group	20.00
Stress Management Group	40.00
Self-Awareness Group	20.00

C. Other MH Residential Services

Room and Board	125.00 per day
Treatment Services (See MH Client and Family Services)	
Consultation/Other Services	Actual cost per client

D. Consultation and Educational Services

Fees will vary according to type and length of the program and the number of consultants/instructors involved. A minimum fee of $70.00 per hour will be charged.	Negotiable - Minimum fee of 70.00 per hour

E. Client Records

Copies of client medical records MHMR must have signed client consent form.	15.00 per set of records regardless of volume

3. MR CLIENT AND FAMILY SUPPORT

A. Diagnostic Services

Screening	25.00 per hour/min. fee 25.00
Assessment/Psychological Testing	50.00 per hour
MR Diagnosis and Evaluation	750.00 per D & E

B. Vocational Training Services

Sheltered Workshop Training	10%/Client's Wage
Personal and Social Adjustment Training	Current 3rd Party Reimbursement
Work Adjustment Training	Current 3rd Party Reimbursement
On-Job Training	Current 3rd Party Reimbursement

3. MR CLIENT AND FAMILY SUPPORT (Continued) — FEE CHARGE

C. Family Support & Respite Care Services

Residential Respite	70.00 per day
Basic Skills Unit	400.00 per month
Foster Family Respite	25.00 per day
In-Home Provider	12.00 per hour
In-Home LVN	20.00 per hour
In-Home RN	25.00 per hour
Therapy Services	40.00 per hour

D. Child Day Care Services

DHS Protective Services Referrals ----------- No charge allowed - Required under Title XX Guidelines

DHS Income Eligible Referrals

(1) 2% per week of gross monthly income - first child in family. (Required under Title XX Guidelines.)

(2) Additional 1/2% per week of gross monthly income for each additional child in family. (Required under Title XX Guidelines.)

Private Pay - MHMR Referrals ------------- 278.50 per month (Minimum of 50.00 required under Title XX Guidelines.)

General Public ---------------------------- 278.50 per month (Minimum of 160.00 required under Title XX Guidelines.)

E. Cornerstone Services

Refer to Program Manual for Fee Schedule information.

F. Consultation and Educational Services

Fees will vary according to type and length of the program and the number of consultants/instructors involved. A minimum fee of $70.00 per hour will be charged. -------- Negotiable - Minimum fee of 70.00 per hour

G. Client Records

Copies of client medical records ----------- MHMR must have signed client consent form. — 15.00 per set of records regardless of volume

4. MH RESIDENTIAL	FEE CHARGE
Room and Board ----------------------------------	Current 3rd Party Reimbursement
5. CASE MANAGEMENT	
Client Case Management --------------------------	35.00 per hour

NOTE #1: An appointment of less than thirty (30) minutes for any service in any program shall be charged at 50% of the hourly fee. An appointment exceeding thirty (30) minutes shall be charged at full hourly rate.

NOTE #2: With the exception of Child Day Care, if, after every effort to negotiate a fee payment, the Service Director of any program determines that a client cannot pay a fee for services, that indigent client may receive services with no fee assessment. Efforts to negotiate a fee and reasons for exemption from fee shall be documented on the Fee Contract.

PREFERRED PROVIDER FEES
An individual or organization may negotiate a Preferred Provider arrangement through the office of the Executive Director which will allow a discount off all stated fees except those fees which are indicated as Actual Cost Per Client.

COMPREHENSIVE SERVICE AREA PLAN

RESOLUTION OF APPROVAL

The following Comprehensive Service Area Plan, FY 1989 edition, was approved by resolution of the Board of Trustees of Deep East Texas Regional Mental Health Mental Retardation Services in a meeting of the Board held on Tuesday, February 27, 1990.

Judge Allen Sturrock, Chairman
MHMR Board of Trustess

Jim McDermott, Ph.D.
Chief Executive Officer

GOALS COMPLIANCE REPORT - FIRST QUARTER, FY 1990

WRITTEN PLAN FOR PROFESSIONAL SERVICES AND STAFF COMPOSITION

1. GOAL #1: QUALITY CLIENT CARE

(a) Objective #1: To maintain accreditation by JCAHO.

Status: The Center is in the second year of the three year accreditation, and underwent a focused survey by JCAHO in September. The results of that survey have not been received.

(b) Objective #2: To maintain satisfactory compliance with TDMHMR Standards of Care.

Status: In substantial compliance.

(c) Objective #3: To maintain an organization-wide Quality Assurance Program.

Status: In compliance.

(d) Objective #4: To implement during FY 1990 a client satisfaction survey.

Status: The Quality Assurance Committee is reviewing a proposed survey instrument, which will be distributed in late Spring or early Summer.

2. GOAL #2: QUALITY STAFF

(a) Objective #1: To maintain a Professional Staff Organization.

Status: In compliance.

(b) Objective #2: To implement during FY 1990 a revised new employee orientation procedure.

Status: The new employee orientation process has been expanded from 3 to 6 days. New instructors have been added and curricula improved. Still in the development stages is a separate orientation process specific to the new employee's job responsibilities.

Attachment to Item IV-B-1
2/27/90

(c) **Objective #3:** To maintain current training records.

Status: In compliance.

(d) Objective #4: To provide at least two continuing education opportunities for each staff member during FY 1990.

Status: The Director of Staff Development routinely distributes information about such opportunities to staff.

(e) Objective #5: To maintain current job descriptions for each employee.

Status: In compliance.

(f) Objective #6: To complete 90% of all employee performance evaluations prior to the due date.

Status: The rate of completion for the first quarter was approximately 47%. The Personnel Department is developing new procedures to ensure more timely submission.

(g) Objective #7: To maintain and review monthly employee turnover rate data.

Status: This data is reviewed by the Quality Assurance Committee monthly.

3. GOAL #3: EFFECTIVE MANAGEMENT

(a) Objective #1: To maintain a current structurally sound organizational chart.

Status: In compliance.

(b) Objective #2: To maintain a comprehensive planning process, to include an annually revised comprehensive service area plan.

Status: In compliance. The revised comprehensive service area plan will be submitted to the Board for approval at the February 27, 1990 meeting. The Center is currently engaged in a business planning process.

(c) Objective #3: To hold monthly meetings of the senior management staff.

Status: In compliance.

(d) Objective #4: To hold quarterly meetings of the entire management staff.

Status: In compliance.

(e) Objective #5: To implement during FY 1990 a comprehensive management information system.

Status: This system is in the development and early implementation stage.

(f) Objective #6: For each member of the management team to complete the Texas State Managers Training by the end of FY 1990.

Status: During the first quarter, one member of the management team attended training. An additional eight staff are scheduled during the rest of the fiscal year.

4. GOAL #4: PROTECTION OF CLIENTS' RIGHTS

(a) Objective #1: To designate a Rights Protection Officer.

Status: George Patterson is the Center's Rights Protection Officer.

(b) Objective #2: To implement a training program on rights, abuse, and neglect.

Status: This training program has been incorporated into the new employee orientation process.

(c) Objective #3: To investigate allegations of rights violations and prepare a report within 30 days.

Status: There were no allegations made during the first quarter.

5. GOAL #5: FINANCIAL STABILITY

(a) Objective #1: To maintain a balanced budget.

Status: In compliance.

(b) Objective #2: To implement during FY 1990 a unit budget monitoring and accountability process.

Status: This process is still under development.

(c) Objective #3: To maintain all current revenue-producing contracts.

Status: In compliance.

(d) **Objective #4:** To maintain financial support from sponsoring counties at the FY 1989 level.

Status: All counties continue financial support at the FY 1989 level except Nacogdoches, which has reduced its support by 33%.

(e) Objective #5: To collect at least $916,622 in client fees, including insurance reimbursement.

Status: During the first quarter $219,887, or 24% of the budgeted amount, was collected.

(f) Objective #6: To implement expanded services to industries including an Employee Assistance Program (EAP).

Status: During the first quarter, substantial progress was made toward negotiating industry contracts.

(g) Objective #7: To implement during FY 1990 at least one new product or service venture.

Status: The Groveton Pallet Company began operation in November, 1989, with 10 employees.

6. GOAL #6: PROVISION OF CORE SERVICES

All CORE services required through contract with TDMHMR are being provided as specified.

7. GOAL #7: TO PROVIDE CLIENT WORK OPPORTUNITIES

The Center now has two fulltime staff members whose focus is on securing employment opportunities for clients.

8. GOAL #8: TO PROVIDE DIRECT SERVICES, AS FOLLOWS:

(a) Objective #1: To provide services to at least 760 clients in mental health residential services.

Status: 157 clients, or 21% of the projected total, were served during the first quarter.

(b) **Objective #2:** To provide services to at least 2,300 clients in Mental Health Client and Family Support Services.

Status: 1,126 clients, or 49% of the projected total, were served during the first quarter.

(c) Objective #3: To provide services to at least 395 clients in Mental Health Case Management Services.

Status: 186 clients, or 47% of the projected total, were served during the first quarter.

(d) Objective #4: To provide services to at least 121 clients in Mental Retardation Residential Services.

Status: 77 clients, or 64% of the projected total, were served during the first quarter.

(e) Objective #5: To provide services to at least 980 clients in Mental Retardation Client and Family Support Services.

Status: 691 clients, or 71% of the projected total, were served during the first quarter.

(f) Objective #6: To provide services to at least 135 clients in Mental Retardation Case Management Services.

Status: 76 clients, or 56% of the projected total, were served during the first quarter.

FINAL
2/27/90

IV. CHIEF EXECUTIVE OFFICER'S REPORT:

1. Request input from Board on topics for a Board Workshop

2. Call on Directors for Reports

<u>Chief Financial Officer</u>

a. Local Match Report: Hardin, San Augustine, Houston, Jasper, San Jacinto, Polk, Newton, Trinity, and Tyler Counties have paid their pledges in full, and Sabine County has paid half of their pledge. A request for payment has been mailed to Angelina and Shelby Counties. We have not heard from Nacogdoches County since their roll-back election passed.

<u>Chief Operating Officer</u>

a. Cornerstone Program gets national award

b. Update on Agreement with City of Hudson

c. Update on Medicaid

d. Report on meeting with Daybreak staff

e. Report on Membership in CAARE

f. Report on DHS Audit of Foster Care program

g. Call on Marsha to introduce Foster Care guests

<u>Director, Quality Assurance and Staff Development</u>

a. Management Audit report

b. Update on DHHS

<u>Director, Human Resources and Business Planning</u>

a. Update on lawsuits

Management Audit
Recommendations

Presentation to

Deep East Texas MHMR
Board of Trustees

February 27, 1990

1. **Statement of Condition**

The same CPA firm had been performing the annual fiscal audits for the Center for the last six years.

Recommendation

The Center should retain a different firm for the next fiscal audit.

2. Statement of Condition

Review of 66 (100%) of contracts for services at Deep East Texas MHMR disclosed that, in general, contracts were well managed. However, the review did disclose a need for improvement in the inclusion of the client confidentiality clause in contracts. In 46 of 66 contracts, the client confidentiality clause was not specifically included.

Recommendation

All contracts for services which affect clients directly or indirectly should include a client confidentiality clause requiring the service agent to keep confidential all personal information concerning the client.

3. **Statement of Condition**

It was found at one outpatient clinic that items had been stolen that survey documents had not been completed and sent to Central Administration. According to Central Administration, the survey form is intended to be used in the case of stolen items.

Recommendation

Procedure C-4 should be amended to include use of a survey form in the event of theft. When there is a theft, all occurrences should be reported to Central Administration.

4. Statement of Condition

No letter requesting approval was found for improvements to the septic system at the Peavy Switch Recovery Center or for construction and renovation at the Nacogdoches Group Home. Both projects for renovation exceeded designated limits and, therefore, required approval from TDMHMR.

Recommendation

For any building construction and/or repair maintenance expenses exceeding $50,000 for each project per fiscal year per community center where TDMHMR or local match funds are to be used, the Board of Trustees shall obtain advance written approval from the Commissioner.

5. **Statement of Condition**

Reviewed the bank reconciliations for nine Center bank accounts for a three-month period ended January, 1990. The reconciliations were completed properly and timely. However, they did not include the initials of the preparer, or the date and initials of the reviewer.

Recommendation

Bank reconciliations should include the initials of the preparers. They should also include the dates and initials of the reviewer.

6. Statement of Condition

The Center's continuity of care procedures were inconsistent with performance measure definitions.

Recommendation

Procedures should be revised so that they are consistent with performance measure criteria.

7. <u>Statement of Condition</u>

The key to the postage meter was left in the machine at all times.

<u>Recommendation</u>

The key to the postage meter should be kept in a secure location. The key should be in the machine only when designated personnel process Center mail.

8. <u>Statement of Condition</u>

One Board member received a $400 per month travel allowance as compensation for Center-related mileage. Actual mileage had not been tracked to determine if the allowance accurately reflected compensation for actual mileage driven. Additionally, the Board member was reimbursed for any additional travel expenses incurred for out-of-region travel. The policy did not specify that the allowance was for in-region travel only.

<u>Recommendation</u>

The actual mileage for in-region travel should be monitored periodically. The travel allowance should be based on actual mileage. Additionally, the Board policy should be amended to reflect in-region travel only, if that is consistent with the Board's intent.

9. Statement of Condition

Examined the inventory at four outpatient clinics: 100% at three units and 37% at one unit. At one unit, the total number of transcribers were located, but one number did not agree with the inventory records. At a second unit, the license tag for one truck did not agree with the inventory records. Were unable to locate one desk, and three items believed to belong to the Jasper Association were not identified as such.

Recommendation

Steps should be taken to ensure that inventory records reflect actual location and identifiable information. Property belonging to outside entities should be identified as such.

10. **Statement of Condition**

The Center's Bylaws provided that, upon dissolution, the assets would be distributed to sponsoring agencies, including any agency or unit of the State. Disposition would be in accordance with the advice of the counties in the Center's catchment area. The Bylaws provision was inconsistent with the Contract for Services dissolution provision which required written approval of the Department and local sponsoring agencies, and others holding a vested interest.

Recommendation

The Center's Bylaws should be amended to reflect the dissolution provision in the Contract for Services.

11. **Statement of Condition**

The overall attendance rate for the Board for the meetings held between January 31, 1989 through December 21, 1989, was 79%. Individual attendance ranged from 42% to 100%. Three members had attendance below 70%. Board policy provided for minimum overall attendance rate of 75%; however, the policy did not contain minimum attendance requirements for individual Board members. It was also noted that sponsoring agencies were not notified of the actual attendance and participation level of the Board members.

Recommendation

The Board should develop attendance and participation guidelines for individual Board members.

12. **Statement of Condition**

The Center had not conducted a cost analysis to support its billing rate structure for services offered to clients for the past 3-1/2 years. The last cost analysis was based on fees for similar services offered within the community.

Recommendation

An analysis of the fees charged to clients should be conducted periodically. The analysis should be used to determine the fees charged for services and for budgetary purposes.