

Supporting Mental  
Health Recovery

Successful  
Living  
Annual Report 2024

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## Successful Living

### Supporting Mental Health Recovery

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# ANNUAL REPORT 2024



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## A MESSAGE FROM THE EXECUTIVE DIRECTOR



I am pleased to present the 2024 Annual Report for Successful Living. What began 27 years ago as a small agency with a single habilitation home has evolved into the robust organization we are today. We now proudly offer four dynamic programs, operate 14 habilitation homes, and employ over 100 dedicated individuals. *Our journey has been one of progressive growth, and we remain committed to advancing our mission by expanding our services to meet the ever-growing need for community mental health support.*

This past year, Successful Living achieved significant milestones. We expanded our reach and greatly increased the number of clients we serve, added three new habilitation homes, and saw a 50% growth in our staff. These accomplishments were made possible by the visionary leadership and support of our Board of Directors. Looking ahead, we are excited to continue our growth, both within the Iowa City-Coralville metropolitan area and into neighboring counties. Additionally, we are thrilled to announce plans to launch a fifth program: Peer Support Counseling, further enhancing the range of services we offer.

We are also deeply grateful for the partnerships we've built with our network of referral agencies. The case management community plays a crucial role in connecting Successful Living with our clients. Over the past year, we've worked to strengthen these relationships and are excited to continue nurturing and expanding these valuable collaborations moving forward. In addition, we have formed valuable collaborations with the University of Iowa, leading to exciting research opportunities and a notable increase in the number of students completing mental health internships at our agency.

Finally, I am continually humbled by our clients. Living with mental health challenges requires immense courage, especially when faced with the fear of judgment, stigma, and marginalization. Yet, seeking help and being open to support are pivotal steps in the recovery journey. Years ago, the conversation around recovery in mental health was limited, but today, we know it is not only possible—it's a reality. Our clients have my utmost respect, and I want to reassure them that they are never alone on their path toward recovery.

With gratitude,

Dr. Joseph Massa  
Executive Director

## MULTIFACETED, COMPASSIONATE CARE PROGRAMS



Successful Living provides compassionate care and a well-educated staff with mental health expertise and a deep commitment to improving our clients' lives.

*“Recognized in the community as ‘Successful Living,’ our agency offers a unique, multi-faceted approach to support and uplift our clients.”*

*- Ellen Franklin, MA, MBA, MME, Director of Programs*

Our core programs—Outreach/SCL, Housing, Intensive Psychiatric Rehabilitation (IPR), and Day Habilitation (DayHab)—offer a comprehensive network of services designed to empower clients in their journey toward greater independence and well-being. Each program offers a supportive environment to build skills, goals and community connection.

### **Outreach Program (SCL)**

The Outreach program experienced significant improvement in 2024 serving 83, diverse clients with new leadership, workflow improvements, enhanced collaboration, and increased accountability. These refinements have resulted in more effective and efficient client support, ensuring assistance in a timely and impactful manner. Looking ahead, the Outreach future is bright with plans to expand services to reach more clients and underserved rural communities with strengths-based support in clients' homes and community spaces.

### **Housing Program**

Successful Living's Housing Program saw remarkable growth in 2024, expanding from 11 to 14 homes between October and December. This expansion increased our client capacity to 56, requiring additional staff, including new House Leads and Hab Home Support Professionals. Our homes provide a warm, welcoming environment, and nearly every home has staff available from 7:00 a.m. to 11:00 p.m. for essential support and record high client engagement. Each home is well-equipped with a kitchen, shower facilities, and laundry amenities to create comfortable, functional living, stability and well-being.

### **Intensive Psychiatric Rehabilitation (IPR)**

One of the true gems of the agency, IPR accomplished each of its ambitious goals from the start of the year: an increase in the number of clients served, an increase in the number of staff, an increase in collaboration with other programs and outside agencies, and the

"graduation" of several clients! IPR has no plans to stop there—exciting things are ahead, with plans to expand in every way in the upcoming year.

### **Day Habilitation (DayHab)**

Our Day Habilitation (DayHab) program has thrived as a cornerstone of community integration and personal growth. Hosted within the vibrant and welcoming spaces of Successful Living's main building, DayHab offers a variety of classes, group activities, and outings designed to enhance social skills and independence. Thanks to our dedicated maintenance staff, the space has been transformed with new flooring, paint, and layout to enhance form and function. Our 31 clients enjoy the new look, staff, and activities. We've seen an increase in attendance and time participating in weekly themes, projects, crafts, outings, games and family-style meals.

### **Agency Innovations**

Successful Living continues to push the boundaries of innovation and collaboration to enhance services across all programs. A growing number of clients, 36 in total, now receive support from more than one program, with seven of them actively engaged in three programs. This integrative approach allows for more comprehensive and personalized care. Agency leadership also launched weekly "Grand Rounds" meetings to improve teamwork and discuss clients' needs to provide better client care.

### **Program Reflection**

As we reflect on the past year, it's clear that 2024 has been a year of remarkable growth, innovation, and collaboration at Successful Living. Each of our programs has expanded its reach, improved its services, and deepened its impact on the lives of the individuals we serve. The dedication of our staff, the resilience of our clients, and the support of our community have been instrumental in these achievements.



## OUTREACH PROGRAM



The Outreach Program provides one-on-one, customized service to clients in their homes and environments. We follow a client-centered, strengths-based approach to help clients grow, manage mental health, and achieve goals. Trained counselors meet with clients two to five times per week to assist with symptom management, coping strategies and life skills, including organization, task fulfillment, and financial management.

### **Mental Health Impact**

Our program is designed to improve clients' mental health by creating a stable support system. Clients are empowered to build coping skills, engage in their communities, and foster independence. The holistic nature of the program ensures clients' mental health needs are met alongside personal development goals.

### **Program Progress**

By focusing on personalized service delivery, we have seen greater client engagement. They are more proactive in working on their goals. In addition, continuous staff training has ensured they remain well-equipped to handle diverse client needs, improving the overall quality of services. We have also helped clients integrate more into their communities, providing access to necessary resources such as financial management tools and home improvement support.

### **Growth Opportunities**

With increasing demand for services, we see opportunities to expand the program to reach more clients. Given the success of digital tools, we are exploring the possibility of providing virtual support sessions. There are additional areas of training that can further enhance the quality of service, including mental health crisis intervention and trauma-informed care.

The Outreach Program has made significant strides in improving client engagement, providing consistent support, and focusing on mental health and personal development. With a utilization rate of 55% in 2024, the program has had a meaningful impact on the lives of our clients. Moving forward, we aim to continue expanding services, enhancing staff training, and ensuring that our program remains diverse and accessible for all clients.



## DAY HABILITATION PROGRAM



The Successful Living Day Habilitation Program offers support and provides skill development opportunities for all those, ages 18 or older, living with a chronic mental illness. Day Hab's programming aims to aid those looking to build social skills and become integrated into their community. The program provides a safe place to develop positive coping skills, meet friends and learn healthy ways to spend time. Day Hab is staffed with excellent counselors who plan activities, outings and offer client support.

### Improvements

- Expanded kitchen skills
  - More frequent cooking
  - Larger variety of meals
  - Started weekly baking
- Revitalized space
  - Decluttered
  - Art room rearranged
  - Kitchen rearranged
- Day Hab pet
  - "Clark" the betta fish
  - Inspires responsibility/care
  - Entertainment
- New, unique outings
  - Crystal Lake Cave
  - Pontoon boats on Lake MacBride
  - Fishing trips
- Increased focus on physical health
  - More walks
  - Weekly yoga instruction
  - Monthly bowling
  - Daily outings
- Increased client input
  - Outing suggestions
  - Recipe recommendations
  - Weekly feedback collecting
- Improved file storage



## Day Hab Growth Opportunities

- Increase client engagement
  - Interest sharing groups
  - Classes/workshops
  - More daily activities
- Calendar updates
  - New, exciting formatting
  - Standardization
- Increased interdepartmental collaboration
  - More shared events
  - Exposure to potential clients
- Even more focus on physical health
  - Presentations from health care professionals
  - More physical activities
- Advertising
  - Host community events
  - Encourage more client volunteering



## Client Enrollment

- 31 Clients total
- 22 Clients regularly attend and participate
- Three clients recently admitted or awaiting ISP
- Six clients struggle to attend scheduled days, show up intermittently

## Utilization Rate

- 18% 15-Minutes
- 27% FD

## Employment

Day Hab employs three full-time workers - one manager, two counselors.

Day Hab has zero part-time employees.

## CLIENT SERVICES

Our client services program has made significant strides in improving documentation practices, ensuring a more cohesive record of intake activities and better tracking of intake progress. In addition, these steps enhanced consistency in documentation by monitoring completed intakes, tracking their duration within the program, and identifying the reasons for their exit. This process has helped pinpoint areas for improvement. Our organizational structure has also been updated by streamlining the Intake folder on SharePoint, making it easier to access and maintain important program information and current intake records.

We also made notable progress in understanding local resources and their eligibility requirements, such as East Central Region (ECR) and General Assistance (GA), Shelter House (Rapid Housing). During this period, the program participated in several relevant training courses, including those focused on Quality Assurance (QA), Effective Documentation, and Professionalism, all of which have positively impacted program operations.

### Client Services Overview

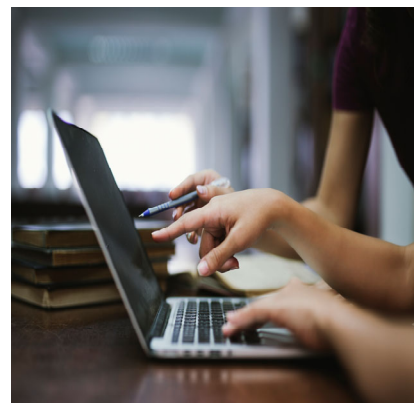
The program has successfully maintained strong client relationships through effective communication, particularly with new intakes. In 2024, we completed over 56 client intakes, placing them in various services, including Day Hab, Outreach, and Housing. We successfully took in new clients into all three of the new habitational homes purchased in 2024. In addition, we improved the annual housing finance documentation process, ensuring that it is completed thoroughly and on time each year. This step is essential to ensure that our agency complies with all rules and regulations, while also providing our clients with affordable, low-rent housing.

#### Housing Program (25 clients)

- 18 males
- 7 females

#### Outreach Program (23 clients)

- 15 males
- 8 females



### Day Hab Program (8 clients)

- 5 males
- 3 females

### Waiting List Breakdown Housing (2024)

- 23 males
- 16 females

This reflects the current demand for housing and habitational services, showing that there is a significant need for placement in these programs.

### Waitlist for Outreach program (2024)

- 5 females
- 1 male

### Program Improvements and Growth

The program has shown measurable improvements in organization and documentation, which has enabled better tracking of referrals and identification of issues. As a result, we've gained more confidence and knowledge in completing intakes and determining the suitability of clients for various programs. Additionally, we have improved communication across departments within the program, fostering stronger collaboration. We have also established an excellent working relationship with the local area case management community, which has contributed to the seamless coordination of client services.



*“Overall, our client services program has benefited from documentation process improvement and strengthened interpersonal relationships with other programs, facilitating better collaboration and coordination.”*

*-Amber Armstrong, Client Admissions Manager*

## INTENSIVE PSYCHIATRIC REHABILITATION



Intensive Psychiatric Rehabilitation (IPR) is a social service that supports adults with chronic mental health disorders so that they can work towards accomplishing major goals in their living, learning, working, and social environments. Clients work with staff to develop readiness, choose and achieve a valued role, and maintain their gains in the program. IPR recognizes mental health challenges that clients face and integrates an understanding of those challenges into its services.

### Employee Report 2024

IPR started the 2024 calendar year with one full-time employee, its Program Manager, who was occasionally assisted by the previous Executive Director. IPR added a second, full-time practitioner in February, and a third practitioner was added in July. IPR operated with three full-time practitioners, one of which was the Program Manager, for the remainder of the 2024 calendar year. After upheaval in previous years, there was little change in staffing throughout the year, with only one full-time practitioner leaving the agency. The staff in the department consistently earned the praise of its Program Manager by efficiently completing job responsibilities and supporting our clients. Thirty-three percent of year-end staff identify as LGBTQ+.

### Client Report 2024

IPR saw an average of 19.8 clients per month. This number started at 13 in January and peaked at 23, most recently in December. The average for the first quarter of the year was 14.3, while the final quarter average was 22.3. Several clients graduated and were discharged from the program throughout the year. Some clients who failed to meet program requirements or chose to discontinue services, were discharged throughout the year. New clients were recommended through current clients, case managers, and other Successful Living programs. Clients appeared to have better structure to make meaningful progress on their goals in 2024 than they did in 2023. At the beginning of the calendar year 2025, IPR serves 27 active clients, compared to 13 at this point a year ago. This equates to a 107.7% increase.

## Financial Progress in 2024

IPR's income increased by 140.7% from 2023 to 2024. Within the year, there was an improvement of 75.6% revenue from January to December. Utilization for the year was 45%.

## Goals for 2025

One of the goals for IPR is to continue to expand and fill the current office. We will try to work up to 40 or more clients that are actively connecting with staff for four to six hours a week. There is no reason that this number cannot improve even more. IPR will build up to hopefully have a fourth full-time practitioner. Up to five clients will hopefully graduate and maintain the gains that they achieved in the program.

The IPR Program Manager will work with other agency employees, IHH workers, and client referrals to strive to service any prospective clients in this program. IPR staff will shore up any issues that clients had with attendance including ensuring clients have access to SEATS paratransit services or other alternative ride options. The IPR Program Manager will work to ensure seamless communication with other members of clients' care teams, internally and externally, so that we can provide the best possible client care. The IPR program will make all reasonable efforts to maintain profitability so that this program can continue to succeed with a goal of reaching \$70,000 in monthly revenue by the end of 2025.



## HOUSING PROGRAM



Successful Living currently owns 14 houses predominately located in the Iowa City area. Our homes are fully staffed and provide services to single men and women over 18 with chronic and mental illnesses. People who live in our supportive housing program have counselors available to provide support nine to 16 hours a day. Counselors assist clients with conflict resolution, medication compliance, group activities, budgeting, scheduling appointments (medical, dental, therapy) and transportation.

### Progress

- Staff participated in a variety of mental health training throughout the year with certificates being given upon completion
- Increased staff coverage at all hab homes
- Increased client engagement
- Expanded housing with three additional hab homes
- Reaching 100% occupancy rate
- Consistent month-over-month revenue gains with December being the highest revenue in housing department history even with the fact that houses went from five clients to four.
- Passed housing compliance with the City of Iowa City
- Maintenance provided consistent upkeep on all hab homes throughout the year
- Increased the number of interns participating in the housing program with some of them becoming full time employees after the completion of their internship

### Staffing

#### Number of Employees

- Full-time - 25
- Part-time -24

### Clients

- Number of Active clients - 53
- Utilization Rates - 74%

### Future Growth Initiatives

- Purchase of new hab homes
- Increase client base
- Increased training for staff
- Hire additional staff
- Increase client engagement
- Increase community partnerships and resources





## QUALITY ASSURANCE



### Incident Report Trending Review

A total of 145 Critical Incident Reports (CIRs) were accepted in 2024, marking a 95% increase compared to 2023. Incident reports during service time were relatively equal to outside service time. Mental health concerns remained the leading reason for filing CIRs, accounting for 67 reports in 2024, underscoring the importance of our support services.

#### Fourth Quarter Surge:

- The fourth quarter alone accounted for 57 accepted incident reports, nearly doubling the average of 29 reports for each of the first three quarters.
- This increase corresponds to the updated definitions implemented by the Iowa Department of Health and Human Services on November 1, 2024.

While the overall increase in incident reports for 2024 was significant, several factors contributed to this trend, including: more homes, 100% occupancy, broader staff training efforts, and staff and client growth.

### Staff Training, Onboarding, and Orientation

In 2024, the agency made significant strides in enhancing staff development, equipping employees with training skills needed to deliver high-quality care. Achievements include:

#### Trauma-Informed Care Training:

- Twenty-one staff members completed a 20-hour Trauma-Informed Care Certification course through The Trauma-Informed Care Training Center, with one earning the designation of Trauma-Informed Care Practitioner.

#### Collaborative Training Initiatives:

- Partnered with NAMI Johnson County and Community Family Resources to deliver targeted training on opioid use, overdose prevention, Naloxone administration, and mental health disorders

#### Critical Incident and Medication Management Training:

- Increased in-house training sessions on Critical Incident Reporting and Medication Management Services improved our reporting processes and regulatory compliance

#### Relias Training Program:

- Integrated the Iowa Medication Management Course into the training curriculum for Hab Home Leads, housing management, and administrative staff
- The program began with a 10-hour, self-paced module completed in December 2024. The final three-hour clinical portion, conducted in partnership with an external registered nurse, is scheduled for early 2025.

#### **Human Resources Innovations:**

- Transitioned to paperless tracking systems for onboarding and streamlining the completion of essential documentation

#### **Enhanced Interdepartmental Collaboration:**

- Strengthened communication and accountability between departments serving mutual clients, ensuring a more cohesive, effective approach to client care

These advancements reflect the agency's ongoing commitment to supporting its workforce and delivering exceptional client outcomes.

#### **Prospective Goals for 2025**

The agency, under the direction of the Executive Director and in collaboration with the Director of Programs and Quality Assurance, has outlined objectives for the upcoming year:

##### **Development of a Comprehensive Training Program:**

- Continue building the Successful Living Training Program, which will include program-specific and non-program-specific training
- Utilize Relias to create structured training protocols that enhance tracking and completion metrics, align with CH 24 guidelines and reflect our core values

##### **Expansion of Existing and New Programs:**

- Assist with the development of new initiatives while supporting and scaling current programs to meet growing client needs

##### **Reduction of Paper Waste:**

- Identify and implement paperless practices across departments to minimize environmental impact and improve operational efficiency

By prioritizing these goals, the agency aims to foster continued growth, improve internal processes, and enhance the quality of care provided to clients.



## CLIENT DEMOGRAPHICS

### Outreach

- Black or African American: 8
- Asian: 0
- Hispanic or Latino: 3
- American Indian or Alaska Native: 1
- Native Hawaiian or Other Pacific Islander: 0
- Two or More Races: 4
- White (Not Hispanic or Latino): 67



### Age Groups

- 18-19: 0 clients
- 20-29: 13 clients
- 30-39: 20 clients
- 40-49: 20 clients
- 50-59: 11 clients
- 60+: 19 clients
- Sexual Orientation: LGBTQ+ Clients: 7 clients disclosed being part of LGBTQ+ population

### Intensive Psychiatric Rehabilitation

- White (not Hispanic or Latino): 58.6%
- Black or African American: 24.1%
- Unknown: 10.3%
- Multi-race: 6.9%
- The current percentage of IPR clients who have disclosed that they are LGBTQ+ are 6.9%.

### Age Groups

- 18-19: 0%
- 20-29: 24.1%
- 30-39: 17.2%
- 40-49: 24.1%
- 50-59: 20.7%
- 60+: 13.8%

### Day Habilitation

#### Race/Ethnicity

- Black or African American: 5
- Asian: 1
- Hispanic or Latino: 2
- American Indian or Alaska Native: 0
- Native Hawaiian or Other Pacific Islander: 0
- Two or More Races: 2
- White (not Hispanic or Latino): 21

#### Sexual Orientation

- Not disclosed/unknown: 28
- LGBTQ+:3
- Gay: 1
- Transgender Woman, Unknown Sexual Orientation: 1
- Transgender Woman, Heterosexual: 1

### Age Groups

- 18-20: 0
- 20-29: 10
- 30-39: 6
- 40-49: 8
- 50-59: 2
- 60+: 5

## Housing

### Race/Ethnicity

- Black or African American: 10
- Asian: 0
- Hispanic or Latino: 1
- American Indian or Alaska Native: 0
- Native Hawaiian or Other Pacific Islander: 0
- Two or More Races: 3
- White (not Hispanic or Latino): 36
- Unknown: 3

### Age Groups

- 18-19: 0
- 20-29: 11
- 30-39: 9
- 40-49: 15
- 50-59: 11
- 60+: 7

### Sexual Orientation

- Male: 38
- Female: 13
- Gender Non-Conforming: 0
- Transgender: 2

## FINANCIAL STRIDES



*“Successful Living has made great financial strides within the last year, and we are looking forward to continued growth.”*

*-Ashley Gillette, Finance Director*

Ashley Gillette, Finance Director, supports the entire agency, staff and clients with financial management. Some of her tasks include payroll, accounts payable and receivable, SSA payee account, and more. The SSA Payee Account supports some of our clients who are required by SSA to have a designated payee. We also have a financial auditor (CPA), who audits our financial files every year.



Successful Living has grown substantially within the last year including:

- Purchased three more houses as well as the building our offices are in
- Staff growth of 102 employees, both part-time and full-time
- Increased revenue with the addition of new houses, staff and more clients
- Opportunities for future growth in outlying suburban and rural areas in need of mental health assistance lacking in their communities

## HUMAN RESOURCES UPDATE



2024 can be defined as a year of change and growth for Successful Living. After the departure of Successful Living's long-term Executive Director, the Board of Directors seized the opportunity to re-energize the agency by appointing Dr. Joseph Massa to this crucial position. Under his leadership all programs have experienced substantial growth, perhaps most notably the Housing Department, which gained three additional Habilitation Homes. Such rapid growth has made the addition of qualified staff and additional training opportunities more vital than ever to ensure the continued success of the agency.

### **Agency Growth and Human Resources Areas of Focus in 2024**

At the end of 2024, Successful Living employed 92 individuals, 59 full time and 32 part time, which is an increase of 80.4% compared to 2023. Of those individuals, 62% joined the agency in 2024. The agency saw a slight decrease in turnover rates dropping to 44.4% from 45.74% the year prior. Of the 32 total terminations, 21 were voluntary. This number remains in line with national averages; however, it is worth noting that this calculation does include the departure of eight interns. Excluding them from the calculation drops the agency's turnover rate is 37.5%.

Hiring qualified, dedicated individuals and facilitating ongoing training remains a key aspect of the agency's ability to provide quality care to our clients. In 2024, the agency offered MindSpring webinars, Mental Health First Aid, Trauma Informed Care, Medication Management Certification, as well as various other training and education opportunities. Continuing to focus on staff development through training in 2025 will likely lead to a lower turnover rate and an increase in employee satisfaction as this was the main area of concern in the 2024 Employee Satisfaction Survey.

Agency policies have also been an area of focus for Human Resources in 2024. Working closely with the Executive Director, several employee policies have been updated to reflect current industry standards. Completion of the Employee Handbook update in 2025 will be a



top priority for Human Resources. With the approval of the Board of Directors, the following employee policies have been updated:

- Successful Living Code of Ethics
- Employee Dress Code
- Sexual and Other Unlawful Harassment
- Social Media and Public Relations
- Agreement to Return and Care for Agency Property

### **Planned Areas of Focus for 2025**

To support the continued growth of Successful Living, Human Resources has identified the following areas of focus for 2025.

- Performance Management
- Talent Acquisition and Retention
- Workforce Planning
- Employee Policy Updates
- Continued Training in Human Resources and Compliance

## CLIENT AND EMPLOYEE SURVEYS



Overall, both surveys were very positive. The top issue for staff revolves around the issue of training, which punctuates the need for this to be a focus this year, along with expansion and communication. Going forward, these efforts will both improve the quality of service we provide for clients and further our reach into the community. A big thank you to Amanda Babcock, IT Manager, for her survey coordination work.

Client Satisfaction Survey 2024 Clients in all programs at time of survey: 157 Surveys completed: 17 (11% of total clients), received December 12, 2024. Program breakdown of clients who submitted surveys: Day Hab 25%, Housing 42%, IPR 8%, and Outreach 25%.

### Survey Feedback

#### Client Thoughts on Successful Living:

- What do you feel is most helpful about the Successful Living program?
- The one on one with counselors and access to resources
- Helps access the community more easily
- Transportation, the helping hands
- Learning how to be independent with guidance
- Giving me a place to live
- Helping with personal care
- Having my own personal space and circle of trust
- The accountability
- Safe place to live, stay out of weather
- Staff support and friendly motivation keeps me on track: meds, health care and community life

*“I’m thankful our clients feel our services have value and are impactful in their lives. Their feedback demonstrates what we do matters.”*

*-Dr. Joseph Massa, Executive Director*

## Employees Value about Successful Living

- Helping the community and providing client value
- The services we have for our clients and how we can change their lives
- Offering services to clients, leadership, teamwork, passion, respect and trust
- Balance between the job and personal life, leadership patience
- Surrounded by coworkers and supervisors who are knowledgeable, supportive, and willing to work hard for our clients
- Working with clients, helping and encouraging them with their goals
- To see the ongoing progress in our clients
- The hard work this company does for clients and strides taken to do it

## Watching Clients Grow

- I get to help people and support their wellbeing
- The ability to see your client's personal growth daily
- The opportunity to work with our clients and be a part of their successes
- Rewarding when your client is comfortable enough to trust you and open up
- Client-centered values, helping clients achieve goals and self-advocacy
- The ability to make a difference in a client's life. Whenever the client succeeds at a task, I feel I had an impact
- Helping people, supporting their wellbeing and ensuring a safety net
- Making meaningful contributions to the lives of clients which allows for reasonable flexibility in the details, significant responsibilities and accompanying discretion in how plans are implemented



## Employee Engagement Survey 2024

Employees at agency at time of survey: 101

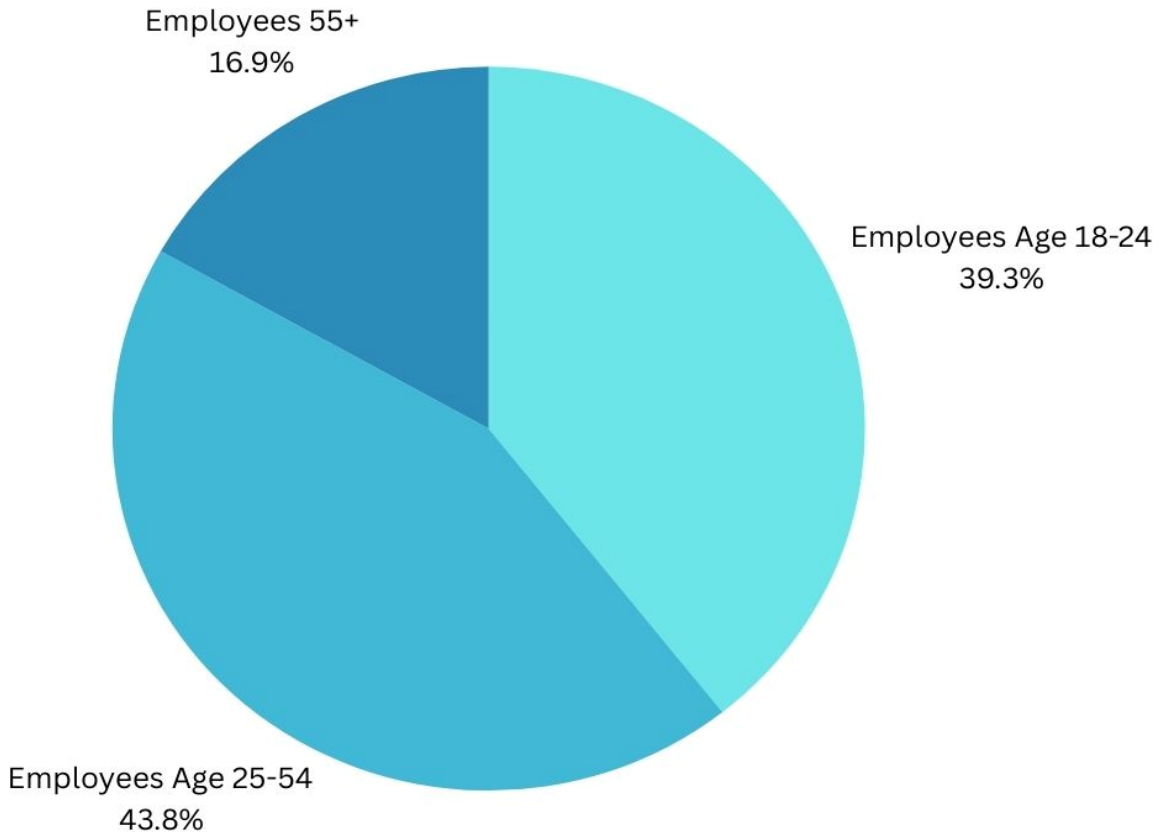
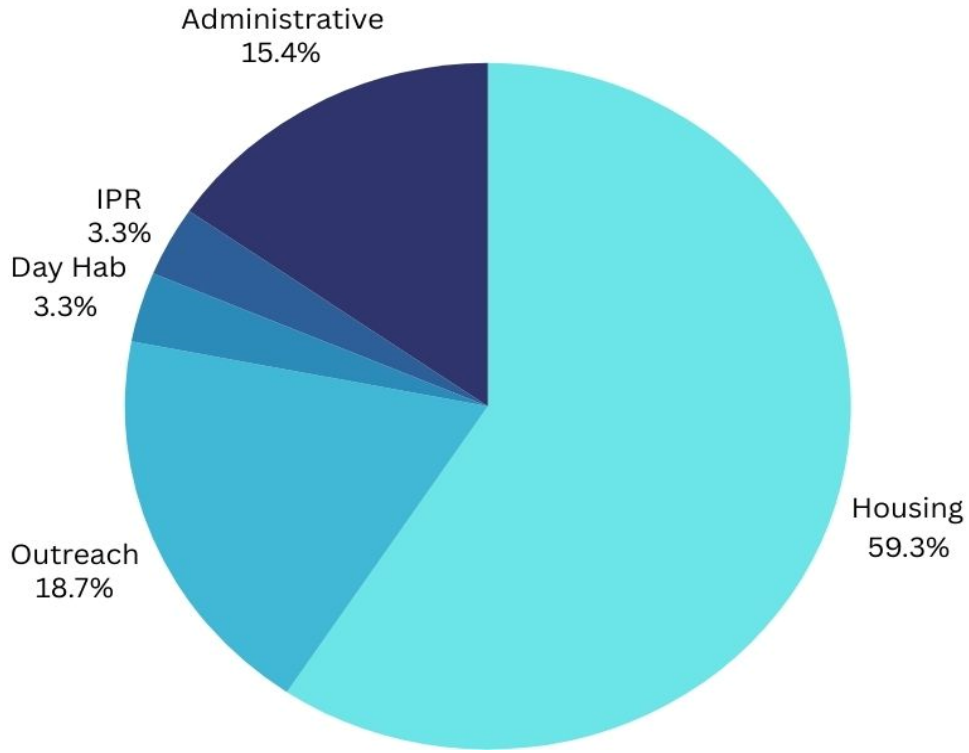
Surveys completed: 25 (25% of total employees)

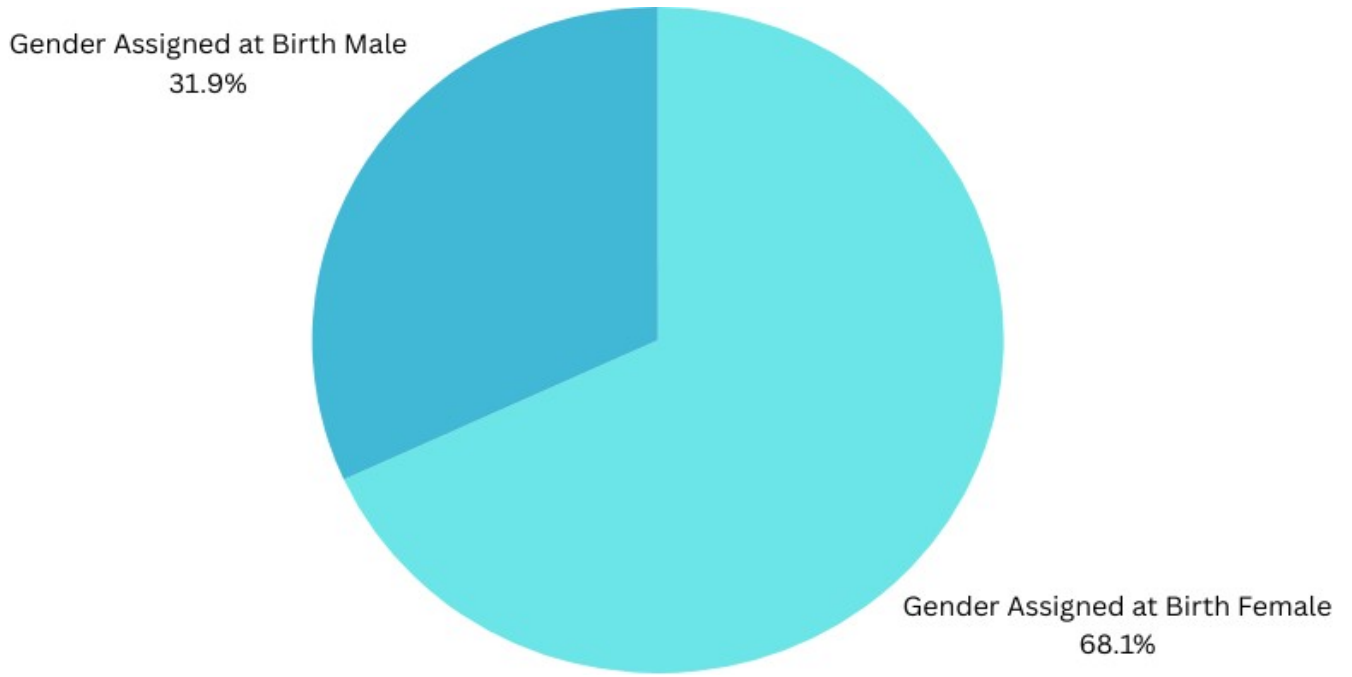
Most important job features to employees:



Surveys received December 2024

### EMPLOYEE DEMOGRAPHICS





## BOARD OF DIRECTORS

- Rochelle Honey-Arcement,  
President
- Chabli Hodge
- Valerie Kemp
- Ross Nusser
- Luke Prottzman
- Tasha Rhamy

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*Thank you for your leadership and  
unwavering support in helping our agency  
continue to grow.*

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