



**Creating Community Connections  
Since 1955**

**2005 Annual Report Supplement**

# HCAR's Board of Directors

Leonard McLaughlin, President

Richard Hendry, Vice-President

Julie Vaissade-Elcock, Secretary

Robert Jones, Treasurer

Clyde Pomeroy

Mary Galletti

Mandy Marquez

Our Mission:

*Connecting people who have disabilities with the community by providing opportunities for learning, living, and employment.*

## Bay Center

---

### I. Demographics

We are ending the year with 47 clients enrolled in our program, 46 in Community Services and 2 in the Tutor program, including one client in both. Our current full time equivalent enrollment is 37.9. We maintain a waiting list of clients who require 1:1 support or have mobility issues and require the use of a wheelchair, as we are at capacity for people with those issues.

- 21.3% of our clients are aged 18-40 years, and 78.7% are 41-85 years old.
- 51.1% are male, 48.9% female.
- 19.1% of our clients are non-verbal.
- 17 are non-ambulatory; 5 use a wheelchair for mobility.
- 2 of our clients require a Behavior Support Plan for extraordinary behaviors.

### II. Work at Bay Center

Paid Work Activity: Shredding/Sorting/Tri-City Delivery

47 clients are enrolled at Bay Center.

- 34 clients chose to work at one or more of three paid work activities offered at this time. 73% -- 34 out of 47 clients are engaged in a paid work activity.
- Of the three paid work activities, two are center-based and one is community-based.
- 27% -- 13 clients have chosen not to participate in paid work at this time.

Volunteer Activities: Food Bank/Aluminum Recycling

47 clients are enrolled at Bay Center.

39% -- 18 clients are engaged in a volunteer activity at Bay Center. All volunteer activities are performed in the community, with the recycling also being partly completed at the center.

**Summary:** There are three paid work activities at Bay Center for the clients, with two being completely center-based and one being all or partly community-based. 73% (34 out of 47) chose to engage in one or more of the paid activities. 39% (18 out of 47) participate in one or more of the two volunteer activities offered at Bay Center, both being all or partly community-based.

## Horizon Resources

---

### I. Demographics

We are ending the year with 29 consumers enrolled in our program. 26 consumers are in Community Services and 3 consumers are in the Tutor program. Our current Full Time Equivalent enrollment is 25. We have capacity for 45 consumers. We maintain a waiting list of consumers who require 1:1 support or have mobility issues and require the use of a wheelchair as we are at capacity for people with those issues.

54.5% of our consumers are aged 18-40 years, and 45.5% are 41-65 years old.

69.7% are male and 30.3% are female. This is not such good odds for the ladies.

24.2% of consumers are non-verbal.

34% of our consumers are non-ambulatory. 17% use a wheelchair for mobility.

13.7% of consumers in our program require a Behavior Support Plan for extraordinary behaviors.

Horizon Resources filed 43 Special Incident Reports this year involving 44.8% of our consumers.

Consumers worked on a total of 107 ISP Objectives this year, with 37.4% being initiated by the consumer. 97.5% of consumers had at least one Objective in the Independent Living Skills domain. 67% had at least one Objective in the Communication domain, 47.7% had at least one Objective in the Social (behavioral) domain, 28.4% in Self Care, 28.4% in Work Skills, 25.4% in Mobility, and 11.2% in Leisure Skills.

64.1% of these Objectives were for acquisition of new skills, 33% were for improvement of skills, and 2.9% were maintenance of skills. Maintenance usually means that a consumer enjoys an Objective so much that they wish to continue doing it even though they have mastered the skill.

Horizon Resources offers one paid job training activity – confidential document disposal. 25 consumers are rated in the training for a commensurate wage average of \$1.81 per hour. However, only 12 consumers are actively choosing to participate in the actual training. Their average wage is \$3.07 per hour.

Our consumers processed approximately 80,600 pounds of confidential documents this year.

Our single volunteer job training activity is on hold until after the first of the year. We have had a volunteer crew assisting at the Companion Animal Thrift Shop in Arcata every Friday.

We do not have a report on Program Goals and Objectives as we had planned to start our new Periodic Service Review earlier than we did. Our PSR was functional as of October 2005. Our first month we scored an 87.8% and November's score was 92.6%. Each month's score will become part of our future monthly Board Reports.

The PSR represents a quality assurance review. Ours is based heavily on weekly Interobservational Checks performed on staff and consumers in the community where the bulk of our training takes place.

## **II. Consumer Satisfaction Survey**

25 consumers responded to the Consumer Satisfaction Survey. 4 consumers were non-responsive to the survey. All surveys were anonymous. The results are as follows:

1. Do you like attending Horizon Resources? Yes = 25
2. Do you get to make choices of what you want to do each day at Horizon Resources? Yes = 25
3. Do you feel supported by staff when you are having a bad day at Horizon Resources? Yes = 20; Not Sure = 5 (3 of whom said they never have a bad day at Program)
4. Do staff let you try to do things for yourself? Yes = 25
5. Who is the most important person at your ISP meeting? Me = 20; Case Manager = 1; Mom = 1; Not Sure = 3
6. Do staff tell you when you are doing a good job? Yes = 25
7. Is the training you get at Horizon Resources important in your life? Yes = 25
8. Do you enjoy going out into the community for training every day? Yes = 25
9. Do you know why you work on the skills that you do? Yes = 21; No = 1; Not Sure = 3

10. Who decided what skills you should learn at Horizon Resources? Me = 21 HCAR Staff = 2 Case Manager = 2 Mom = 1 Not Sure = 2 (Totals do not add up because some consumers answered that more than 1 person was responsible).

The survey results indicate that consumers enjoy a community based program and feel the training they receive is better learned where they will use the skills. Not all consumers are confident about who decides what they want to learn or why they are working on those skills every week. This may be reflective of staff not reminding each consumer each day that they are working on an ISP Objective because they (the consumer) said this is what they wanted to work on. These answers give us some direction for our new Periodic Service Review.

## **Sequoia Center**

---

### **I. Demographics**

The summary covers the reviewing period from January 1, 2005 to December 31, 2005. Our numbers are rounded off and are therefore approximate.

We have 42 consumers enrolled either full-time or part-time at the Sequoia Center. Of these, 35 consumers receive community services program and 7 consumers receive tutor services. Over the course of a year we have the following changes in consumer enrollment: 1) Three consumers moved away; 2) one full-time tutored consumer returned to Sequoia; 3) one consumer is attending Horizon Resource Center two out of five days per week; 4) one consumer changed from Baybridge to Sequoia Center and now attends Sequoia four days per week. Currently, two consumers are on our waiting list.

There are 23 males and 19 females attending day program with the age range of 23 to 66 years old. (average age is 42.5) The consumer's ethnicity breaks down into these categories: 39% Caucasian, 1% Native American, 1% Asian/Pacific Islander, and 1% Hispanic.

In cooperation with Redwood Coast Regional Center's Behavioral Analyst and Sequoia's Resource Specialist, Sequoia Center maintains nine behavior support plans (BSP). Additionally behavior support plans are integrated within the individual support plans (ISP). The service coordinator, and/or the resource specialist meet on a quarterly basis with the case manager, care provider, consumer, and/or Redwood Coast Regional Center's behavioral analyst. Sequoia Center consumers had 122 ISP long-range goals and worked on 210 objectives to reach those goals. Consumers generated 35.9% of the objectives.

The average number of long-range goals in each domain breakdown as follows (may total more than 100% due to goals being assigned to multiple domains)

- Communication 21.7%
- Independent living skills 56.3%
- Leisure 39.8%
- Mobility 3.9%
- Self-care 19.4%
- Social (behavioral/choice) 52.1%
- Work 18.4%

The average number of objectives in each domain is as follows:

- Communication 16%
- Independent living skills 59.7%
- Leisure 32.1%

- Mobility 1.8%
- Self-care 15%
- Social (behavioral/choice) 45.6%
- Work 19.6%

74.7% of objectives were classified “Acquisition of skill”, 13.1% as “Improvement of skills”, 2.2% as “Maintenance of skill”, and 2.8% as “Service/regulatory”.

10.13% of all objectives reviewed were met and closed. 72.65% were continued either because the consumer did not meet the objective criteria or because the activity was a favorite of the consumer, and they requested a continuation. 9.95% were discontinued, deferred due to consumer priority change or lack of participation. 2.2% were deferred due to consumer request. During the semi-annual review process, consumers meet their objectives, continue working on the objectives, or set new criterions. The survey asked consumers if they believe that they could change their goals/objectives at any time and 70% answered “yes”, 12% answered “no”, and 18% answered, “I don’t know”.

Sequoia Center provides a paid job which consumers have a choice in which component that they want to participate: confidential document sorting, shredding, or pick-up. 31 consumers chose HCAR paid work (average commensurate wage \$1.70/hour) and 10 consumers contract with Tri-City delivery. Additionally, consumers choose from a variety of volunteer activities which include the following: Park clean up, Old Town clean-up, caring for animals, Aluminum recycling and paper recycling. The volunteer activities are both community and site-based.

## **II. 2005 Consumer Survey Results**

- 95% responded that they like coming to the Sequoia Center
- 96% responded that they get to choose what they do at the Sequoia Center
- 95% responded that they like the Sequoia Center staff
- 91% responded that the staff help the consumers do things by themselves
- 96% responded that they think that they are the most important person at their ISP meeting
- 92% responded that they get to choose their ISP goals
- 95% of the consumers like to go into the community
- 91% responded that when they go into the community that they go to a variety of places
- 82% choose to work at the Sequoia Center
- 60% choose to participate in Volunteer Jobs
- 87% stated that they know what needs to be done in order to be worker of the month
- 91% responded that staff support them when they are having a bad day
- 95% responded that staff tell them when they are doing a good job
- 93% responded that due to the training they have received from Sequoia Center, their life is better.

## **III. Status of Periodic Service Review Implementation**

The Periodic Service Review (PSR) is both an instrument and a system. As an instrument, it is used to assess the quality of staff and their consistency in performing their responsibilities. The PSR is also used as a total quality assurance system to improve staff performance and the quality of services. Furthermore, it has proved to be an effective way to maintain change and improvement.

Performance standards are defined as the specifications and operationalized definitions of staff responsibilities. The rationale for developing operationalized performance standards is that they then provide the basis for performance monitoring. Performance monitoring can be defined as the ongoing verification that staff responsibilities have been carried out. The feedback loop is defined as managerial, supervisory, and

consultative action based on performance monitoring. It represents the third element of the PSR system for total quality assurance.

The PSR system was begun at Sequoia Center in November on a results level. On the first PSR review Sequoia scored an 84%. In the month of December we scored a 90%. This is an increase of 6% in one month. The largest area of improvement lies in teaching the staff the importance of knowing the consumers' goals and objectives and implementing them in the community.

We are in a new economic age. The dollars available for human services and education seem to be shrinking daily. The responsibilities of management in human services are no less challenging than for those providing services for profit. Planning must be done for tomorrow, not only for today.

## Summit Support

---

As mentioned earlier, the new program quality measurement instrument, the PSR (Periodic Service Review) was initiated in the spring of '05. This long-term review effort has only recently been instituted, and the kinks will be unfolding, and they will be in the process of being worked out over 2006. The heaviest emphasis in this review is the assessing and checking for consumer documents in their files.

In late November the 'Program Quality Satisfaction Survey' was sent out to all consumers of the Summit Support Services and the Regional Center service coordinators.

Surveys mailed: 110    Surveys returned: 30    Surveys undeliverable: 2  
Return %: 27

1. Which of the following are you?

Consumer - 22/73%    Case Manager - 6/20%    Parent - 0    Other - 2/7%

Results from last year compare as follows: consumers-20/61%, case managers-8/24%, parents-3/9%, and other 2/6%. As can be seen these results are very similar. The overall make-up of our clients has changed very little.

2. How long have you been associated with HCAR's Support Service?

0-2 years - 8/27%    2-4 years - 4/13%    4-6 years - 3/10%    6 years & up - 15/50%

Last year's results below show a little difference from these figures.

11/33%                      5/15%                      6/18%                      11/33%

There have obviously been some new referrals to the support service.

3. Does the support service do a good job in assisting people to attain greater independence?

Always - 15/50%    Usually - 11/37%    Sometimes - 3/10%    Never - 0    Don't Know - 1/3%

This is the first weighted question that addresses consumer satisfaction. With the two positive ratings of 'always' and 'usually' totaling 87%, this is a good score. Only 10% of respondents stated 'sometimes.' There weren't any 'nevers' marked, and only one person stated 'don't know.'

This compares to last year's ratings as follows:

16 (48%)    12 (36%)    2 (6%)    0    3 (9%)

4. Do you think the support service provides support for consumers with a wide range of abilities?

Always - 15/50%      Usually - 8/27%      Sometimes - 2/7%      Never - 0      Don't Know - 5/16%

These totals also represent a high level of approval of the support services, with a total of 87% (23 respondents) answering 'always' or 'usually.' It is interesting that as many as 5 or 16% of respondents answered 'don't know.' Last year's positive total of 'always' and 'usually' was 90% or 30 respondents. Satisfaction declined only slightly in this area.

5. Does the support service assist with a high level of choice, encouragement, and quality of life?

Always - 13/44%      Usually - 10/33%      Sometimes - 5/16%      Never - 0      Don't Know - 2/7%

Although not rated as high as the two previous questions, the total of 'always' and 'usually' of 77% is still a very good rating. This compares to last year's total of 88% for the same combined total.

6. Are support workers available for flexible scheduling to help meet a person's individual needs?

Always - 10/33%      Usually - 12/40%      Sometimes - 7/24%      Never - 0      Don't Know - 1/3%

There was more significant decline in this area when comparing totals from last year's survey. 73% represents the total of 'always' and 'usually' (22 respondents), whereas last year these totals were 82% (27 respondents). Hopefully, the program's continuing PSR's will address this issue in the future.

7. Is HCAR's Support Service helpful in handling emergency situations?

Always - 12/40%      Usually - 9/30%      Sometimes - 1/3%      Never - 0      Don't Know - 8/27%

Again, this was an area of support that did not do as well as last year. The 'always' and 'usually' categories totaled 93% last year as compared to this year's 70%. The support service will be seriously looking at how to improve services (or at least perception of services) in this area.

8. Are support workers trained enough to meet different support needs?

Always - 9/30%      Usually - 13/44%      Sometimes - 3/10%      Never - 0      Don't Know - 5/16%

Last year's totals compared to this year's total of 'always' and 'usually' was 82%. So this year's results represents a slight downward trend.

9. Do consumers have a say in the hiring of their support worker?

Always - 15/50%      Usually - 3/10%      Sometimes - 6/20%      Never - 3/10%      Don't Know - 3/10%

This is the first question registering 'never' responses. Last year there were no 'never' responses. Additionally, last year's totals of 'always' and 'usually' were 75% (25), compared to this year's 60%!

Consumers have more of a say in the hiring of their support workers than they realize. However, moving to full-blown interviews with consumers and prospective support workers would involve considerable staffing time which the program currently doesn't have.

10. Have you been satisfied with the support service being provided by HCAR over the past 12 months?

Always	Usually	Sometimes	Never	Don't Know
14/47%	12/40%	2/7%	1/3%	1/3%

This final rating was quite high with a total of 87% (26) responding with 'always' or 'usually.' Last year's results compared as follows:

23 (70%)	9 (27%)	1 (3%)	0	0
----------	---------	--------	---	---

Overall consumer satisfaction is evidently down. Staff will be brainstorming on how to remedy this.

11. How can the support service better meet your needs? (Please explain)

Consumer responses:

More hours available.

If you have a worker, some reassion she or he can't, it be nice to have someone meet the need.

My support worker name is Sal is my best worker.

I know that things have been overwhelmingly difficult in the currant financial crisis in this state but in spite of everything the HCAR staff does an excellent job.

It's hare to say. My life is o.k. in this program. But just can think about myself. Their are people out there who needs help. The program is doing a great job with consumers.

Main worker is wonderful. It's finding additonal people that's the problem.

They could help by having a new worker that will be better and on time when they are meeting with you and make you feel comfortable.

Help me to improve how I can do groceries different and help me to do cloth shopping different and to heop me to lose weight.

Doing good work and hard.

Everything is excellent with Lynda Tinkham!

You good job.

Don't know right now.

Listen to the consumers, when they call for your help Dont just hear. Listen. Dont get mad if they are having trouble with a worker. Dont have a favorite one and other consumers have problems with you favorite worker. Dont get Mad. Listen about the problem, Dont judge us. You put yourself in our place. Bill you wont like it. I know you. Im letting you know I'm afraid even to call H-Car anymore. I get stall or anore by H-Car anymore. I promise my Daddy to stay in these programs for protection for me. I had Bad and some good workers. From you, when I try to talke to you about the problems from the bad workers. All you know how to do anymore two me is getting mad, and staying disgusted with me. Nothing comes easy, your not on the other side. We all consumer need respect and understanding if anyone cant it. They dont belong in this type of work. Consumers have feeling and have the right to be heard, no matter what. You only listen to workers side, it's a 2 way street Bill. Just because we dont have other witnesses, you believe the workers. You care just enough to keep your job. But no Bill you dont care like you use to. You dont want, the consumers to speak up. I have been in H-Car for 13 years so I know what I'm talking about. Im not stupid or dumb. I'm on trail basics with you any more. To see if I can get along with any workers that you might seen out. So Im labeled as trouble and hard to please. Dont listen and just do their job. I cant even talk about any type of problem with workers. One I have dont even want to hear any thing problems, or to help me. Little as possible. No respect for my spouse, because he isn't part of H-Car. Very upsetting. (P.S. Case Managers really dont listen either. They go by our files.)

Other Responses:

Support workers do a great job. I see a lot of support workers struggling with tough issues. Only recommendation: continue to work on specific plans for consumers - make progress reports more specific to actual tasks/progress/barriers and what support/training was provided.

Difficult finding someone to take consumer swimming. Needing additional support staff but unable to find any.

## **Leisure Companion**

---

Review of Program Outcome Measurements

### **1. EFFECTIVENESS**

Goal # 1

**Reason for establishment:** Based on feedback from consumers, care providers, parents, and service coordinators that more volunteers are needed, this goal is to raise awareness of HCAR's Leisure Companion Program by producing recorded television public service announcements (PSAs) to recruit community volunteers. Television PSA's are expected to reach many more potential volunteers than the radio PSAs that we have been doing over the last three years.

**Outcome Statement:** This goal is aimed at raising the awareness of HCAR's mission in the community and HCAR's Leisure Companion Program's need for volunteers.

**Measure/Criteria:** This goal will be met when three high-quality video public service announcements are placed in rotation on all local television stations and 20% more potential community volunteers call the program.

**Implementation Date:** October, 2003

**Target Date:** October, 2005

**Baseline:** Currently the LCP director has produced three video public service announcements with the help of local school video classes. These videos have been shown to the HCAR's executive director and program directors. We have learned many things while working with school groups, but the quality of our product has not been high enough to allow us to release these PSAs to the broadcast media.

**Plan:** The LCP director will establish a relationship with the Humboldt Community Media Center. In turn the HCMC will train a team of HCAR video producers on the proper use of digital video cameras and video editing equipment. The team will work together and with LCP volunteers and consumers to produce high quality video public service announcements which will help to raise the awareness of HCAR's mission in the community and recruit community volunteers for the Leisure Companion Program.

**Progress:** HCAR became a member of the Humboldt Community Media Center in September of 2003. Training occurred in February 2004. Filming of the first PSA took place in late February and editing was finished in late March 2004. The quality of the PSA is much higher than our previous attempts. The PSA was immediately released to be shown on public access television channel 12. In April of 2004 the team surveyed all local television media to determine the best way to get our PSA out to the public. In May the PSA was dropped off at KIEM-TV channel 3. Initial contact has been made with Cox Cable and Cox Communications. This objective has been met.

## Goal # 2

**Reason for establishment:** To increase the number of volunteers who complete the intake process.

**Outcome Statement:** The Leisure Companion Program director will increase the number of volunteers who complete the intake process.

**Measure/Criteria:** Goal will be met when number of volunteers completing the intake process is more than 25%.

**Implementation Date:** July 1, 2002

**Target Date:** July 1, 2004

**Baseline:** Currently only about 12% of the community volunteers who begin the intake process follow through and are matched.

**Plan:** Program Director will keep track of all community volunteers and will work to increase the number who make it through the intake process by logging every inquiry call and by systematically checking in with those who express an interest in becoming matched.

**Progress:** The log of all inquiries that was established in January 2003 was continued in 2005. Currently 12 community volunteers have made contact this year. Five of the 12 have made it through the intake process and been matched with a leisure companion.

## 2. EFFICIENCY

### Goal # 1

**Reason for establishment:** To recognize LCP volunteers by holding quarterly breakfasts.

**Outcome Statement:** The LCP will retain more volunteers for longer periods of time by recognizing their contributions.

**Measure/Criteria:** Goal will be met when more than 50% of our matched volunteers regularly attend the

recognition breakfasts.

**Implementation Date:** July 1, 2004

**Target Date:** July 1, 2005

**Baseline:** Currently about 50% of our matched volunteers attend the recognition breakfasts.

**Plan:** Program Director will invite matched volunteers to quarterly recognition breakfasts as encouragement and support of their volunteer work.

**Progress:** This goal has been met.

Goal # 2

**Reason for establishment:** There are 76 referrals to the Leisure Companion Program but only 9 active matches. In order to involve unmatched consumers several group activities will be organized each year.

**Outcome Statement:** The Leisure Companion Program will involve a larger number of participants in group activities by offering more interesting and exciting activities at little or no cost to volunteers or participants.

**Measure/Criteria:** Goal will be met when the number of participants increases by 50%.

**Implementation Date:** January 1, 2003

**Target Date:** January 1, 2005

**Baseline:** Currently the 16% of Leisure Companion Program participants attended the annual LCP picnic and 12% of the Leisure Companion Program participants rode on the 2002 Madaket cruise.

**Plan:** Contact will be made with as many Leisure Companion Program participants and their care givers as possible. The activity will be explained and transportation will be organized.

**Progress:** During the summer of 2005, 22 participants walked the Hammond Trail. 34 people attended the Annual LCP Picnic and Barbecue on September 11, 2004. 20 participants attended the Madaket cruise on May 15, 2004. Dates have been set for hiking the Hammond trail in August. The Annual LCP Picnic and Barbeque will be held on September 11<sup>th</sup>. This goal has been met.

### 3. CUSTOMER SATISFACTION

Goal # 1

**Reason for Establishment:** Based on the extremely low response rate from many past Consumer Satisfaction Surveys, a Leisure Companion Program Advisory Committee will be formed. This committee will be established in order to get better feedback from all stakeholders. The LCP Advisory Committee will evaluate group activities and formulate ideas about how to better recruit volunteers

**Outcome Statement:** The LCP Advisory Committee will be established to assist the program director in determining the most effective strategies for recruiting volunteers. The committee will also assist with planning and evaluating group activities which will in turn encourage greater participation in the program.

**Measure/Criteria:** The seven member committee, made up of the LCP director, 2 program participants, 1 active volunteer, 1 regional center service coordinator (or representative), and 2 care givers (or family members), will be established. This goal will be met when the Leisure Companion Program Advisory Committee is established and regularly meets (minimum of quarterly meetings) to discuss program issues.

**Implementation Date:** The committee will hold the first meeting in late March, 2005.

**Target Date:** The effectiveness of this newly formed committee will be evaluated in October 2004.

**Baseline Summary:** Mailed program surveys have not been effective thus far.

**Plan:** The LCP director will appoint six interested stake holders to serve a two year term on the Leisure Companion Program Advisory Committee.

**Progress:** After much consultation with HCAR Executive Director, Donna Shipley, a list of possible committee members has been drawn up. The LCP director has talked to several potential members of the committee. The committee has not yet been formed.

Goal # 2

**Reason for Establishment:** Based on the fact that there is no system for evaluating individual needs or updating consumer information, the Leisure Companion Program director will implement a system of personal contacts,

annual home visits and information updates.

**Outcome Statement:** The LCP director will contact all consumers as their birthday approaches to try to make a home visit appointment.

**Measure/Criteria:** Goal will be met when all consumers are contacted and their files are updated in one calendar year.

**Implementation Date:** November 1, 2001

**Target Date:** December, 2005

**Baseline Summary:** One third of consumers referred to the Leisure Companion Program are randomly interviewed each year.

**Plan:** The LCP director will work to contact all consumers on their birthday each year.

**Progress:** 45 out of 76 consumers have been contacted to date. This system of contacting consumers on their birthday seems to be working well.

### **Program Demographics**

Gender	Ethnicity	Primary Diagnosis	Age Group
36 females 40 males	74 Caucasian 1 Native American 1 Other	76 developmental disabilities	18-25: 16 26-35: 25 36-45: 21 46-55: 10 56-65: 4 66-75: 2

Total number of new consumers referred: 5

Total number of consumers not yet receiving services: 67

Total number of consumers exited from program: 3

Total number of consumers presently in the Leisure Companion Program: 76

Number of consumers matched with volunteers: 9

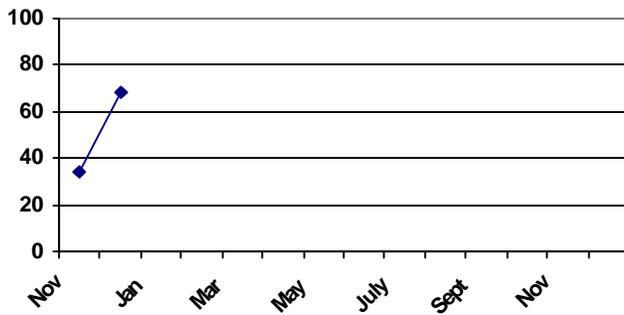
Total number of consumers served this year (including individual matches, special events, and group activities): 52

### **Respite**

---

The satisfaction survey was mailed out to sixty three consumer families early in December. We received ten back for a 16% response. Just one of the returned surveys had "needs improvement" circled. This one was resolved. Of the remaining nine responses, one had "fair" circled for the worker's punctuality and the worker meeting the family's needs. I was able to follow up with the family and resolve the issues which turned out to be minor. The final eight responses had both "outstanding" or "above average" circled for each of the seven questions.

### **THE MOST RECENT PSR CHART**



**RESPIRE SERVICES PROGRAM DEMOGRAPHIC TOTAL - 2005**

<i><b>GENDER</b></i>	
<b>Females</b>	82
<b>Males</b>	96
<i><b>AGE</b></i>	
<b>0 - 18 Yea</b>	125
<b>19 - 54 Years</b>	49
<b>55 + Years</b>	4
<i><b>ETHNICITY</b></i>	
<b>Caucasian</b>	96
<b>African American</b>	1
<b>Asian American</b>	0
<b>Hispanic</b>	58
<b>Native American</b>	4
<b>Unavailable</b>	19
<i><b>DIAGNOSIS</b></i>	
<b>Developmental Disability</b>	40
<b>Down's Syndrome</b>	20
<b>Cerebral Palsy</b>	18
<b>Speech &amp;/or Language Delays</b>	13
<b>Developmental Delay</b>	10
<b>Motor Delays</b>	8
<b>Autism</b>	8
<b>Epilepsy/Seizure Disorders</b>	9
<b>Little Person (Midget)</b>	3
<b>Parent is Consumer</b>	2
<b>Unavailable</b>	47

**The Studio**

---

1. EFFECTIVENESS

Reason for Establishment: Feedback from consumers and others in their support team has shown that many consumers would like to participate in a performing arts program.

Outcome Statement: The Studio will offer a drama class two days per week.

Baseline: Currently The Studio does not have a drama class.

Measure/Criteria: Goal will be met when a drama program has been established and is being offered two days a week.

Plan: The Studio will hire a teacher who has experience and would like to develop a drama program.

Implementation Date: July 1, 2004

Target Date: September 30, 2005

Progress: A teacher with extensive acting and directing experienced has been hired and has developed a drama program. This objective has been met.

## 2. EFFICIENCY

Reason for Establishment: Many artists in the program have determined that their goal on their Individual Service Plan is to participate in art shows. Most would like to participate in an individual or small group show at our own gallery. It is currently cost-prohibitive for The Studio to have more than two shows per year at our gallery.

Outcome Statement: The Studio will obtain enough additional funding to have a show in our own gallery four times per year.

Baseline: Currently The Studio can only afford to have two shows per year in our gallery.

Measure/Criteria: Goal will be met when The Studio has four shows in The Studio Gallery per year.

Plan: Program Director will seek additional funding in order to have more shows.

Implementation Date: July 1, 2004

Target Date: September 30, 2005

Progress: The Studio has had four shows in our gallery this year. This objective has been met.

## 3. PROGRESS

Reason for Establishment: The Studio aims to increase self-esteem and self-reliance by providing opportunities for consumers to show and sell their work to the public. Most of our artists have expressed that they feel this is very important for their own development. We believe that in order to do this, we must assist our artists in finding other venues besides our own gallery to show their work.

Outcome Statement: Ten artists will show their work in local galleries or businesses once per year.

Baseline: Currently several consumers have participated in an art show open to the public where they've shown their individual work, but many more would like this opportunity.

Measure/Criteria: Program Director will track consumers= participation in each art show. Goal will be met when ten artists of those attending The Studio have shown their work once during the year.

Plan: Program Director, Art Teachers and individual artists will schedule art shows. Artists will be assisted in selecting and marketing their work for art shows.

Implementation Date: January 1, 2004

Target Date: September 30, 2005

Progress: Five artists have been a part of a small group show this year. This objective has not been met. It will be continued.

#### 4. CUSTOMER SATISFACTION

Reason for Establishment: Based on feedback from the satisfaction survey, it was determined that many people who responded would like to see more of The Studio's work at local events and festivals.

Outcome Statement: The Studio will participate in four local events and/or festival per year.

Baseline: Currently The Studio participates in two events and/or festivals per year.

Measure/Criteria: Goal will be met when The Studio has participated in four local events and/or festivals in a year.

Plan: Program Director and Art Teachers will find events to participate in, assist in the production of marketable work, and work in booths along with artists from The Studio.

Implementation Date: October 1, 2004

Target Date: September 30, 2005.

Progress: The Studio has not participated in any local festivals this year. We had a well-received booth at the National People First Conference in May. This objective has not been met. It will be continued.

#### SATISFACTION FEEDBACK

Total number of surveys given: 50  
Total number of surveys returned: 19

1. Which of the following are you?

Consumer 10 Family Member of a Consumer 2 Care Provider 2  
Case Manager 4 Other 1

2. What do you like best about The Studio?

People can express their creativity; Everything; Its a wonderful program.

3. What do you like least about The Studio?

People are too loud and the street is noisy; Nothing

4. Do you feel that the staff is helpful and supportive?

Yes 18 No 0 Don't Know 1

5. Do you feel that there are enough choices in art projects?

Yes 14 No 1 Sometimes 2 Don't know 2

6. Do you feel there are enough opportunities to have artwork from The Studio shown to the general public?

Yes 10 No 5 Don't Know/No Answer 4

7. Overall, how would you rate your experience with The Studio? (1-10, 1 being unsatisfactory and 10 being outstanding.)

Score of 7 1 Score of 8 2 Score of 9 5 Score of 10 11

Additional Comments:

I collect all the postcards from all the shows and put them on my bulletin board; I'd like to see more consumers= works in local businesses; I hope the drama program starts soon.

## PROGRAM DEMOGRAPHICS

**Total number of consumers in The Studio program: 45**

**Total number of consumers referred during this year: 16**

**Total number of consumers exited during this year: 6**

**Total number of consumers on the waiting list: 10**

<b>GENDER</b>	<b>ETHNICITY</b>	<b>PRIMARY DIAGNOSIS</b>	<b>AGE GROUP</b>
27 Females	44 Caucasian	41 Developmental Disability	42 18-54
18 Males	Asian	2 Mental Illness	3 55+
	Hispanic	1 Cerebral Palsy	
	1 African American	1 Brain Injury	

### Baybridge Employment and Work Services

---

As of the end of December, Baybridge has not yet implemented the PSR quality assurance system. While information and instructions were provided, high staff turnover and incomplete understanding of the system have delayed development and implementation. Given the current state of training and procedural reviews currently in progress and the continuing search for a new director, a workable system may not be in place for several more months. In lieu of a PSR report, continued objectives from the old quality assurance system will be addressed.

Start Date: October 2003

Objective 1: Based on the information from consumer time sheets, the average productivity, the percentage of paid work time to total time spent at Baybridge Work Services, will exceed 50%.

Rationale: This has been an objective of Baybridge in the past, but a 50% minimum has not been achieved with consistency throughout the course of a year.

Criteria: By October 2005, Work Services will maintain a minimum of 50% productivity each month for a period of 6 consecutive months.

Status: Productivity continues to be variable, frequently dipping below 50%. The major contract work is often seasonal (or at least heavier during certain times of the year) and efforts to develop new contracts have had limited effectiveness. Baybridge continues to put a great deal of effort into finding new contract work and looking at possible products that might be produced internally. Work percentage will be included as a standard in the PSR being developed and will, therefore be measured on a monthly basis.

Start Date: October 2003

Objective 2: As measured by monthly income and expense statements, to ensure all contracts for Work Services are income generating.

Rationale: Since July 2003, increased workers compensation insurance and the decreases in rates paid to programs have increased costs and decreased program revenue. Our production side of BWS has, over time, lost money since July 2003.

Criteria: By October 2005, income and expense statements will demonstrate that, on average, BWS production is generating income.

Status: This objective has not been met when we look at annual figures, though BWS production has made progress in recent months. Regular annual evaluation of contract costs will be measured by the PSR.

Start Date: October 2003

Objective 3: As measured by Baybridge monthly billing for job placement, to place an average of 2 consumers in supported employment positions each month.

Rationale: Having established a baseline of placement rates, and taking into account the increased demand for services, Baybridge must focus on decreasing wait time and increasing the number of people placed on a monthly basis. Placing an average of 2 consumers per month will theoretically place all

consumers within one year and will dramatically increase placement rate and decrease wait time experienced by consumers.

Criteria: By October 2005, Baybridge will place 2 or more consumers each month in viable job opportunities.

Status: This objective has not been met. This is an area where current thinking is at odds with the rationale originally put forward for this objective. The existence of a waiting list for placement is not necessarily a reason to speed up the process. Baybridge is now placing much more importance on making good placements than on making a number of placements. While waiting lists are inconvenient, it has not been noted as a problem by consumers or funders. In general, people referred for services are happy that we are taking the time to get to know them and to find or create the best job possible for them. As long as we maintain contact and update people on our progress regularly, they are willing to wait longer for placements to happen. A review of last year's statistics indicates a possible correlation between the number of placements/quarter and job retention, i.e., as placements go up, job retention goes down. While placements will be a standard in the new PSR, the actual number will be less important than satisfaction with the speed of service delivery, the position(s) ultimately found and direct involvement in the process.

## Demographics

### Baybridge Work Services

27 consumers; 63% male, 37% female

59.3% between 17 and 40 years old

40.7% between 41 and 65 years old

### Baybridge Employment Services

53 consumers; 56.6% male, 43.4% female

58.5% between 17 and 40 years old

39.6% between 41 and 65 years old

### Ethnicity:

Service	White	African American/Black	Hispanic	Asian/Pacific Islander	Native American	Other
BWS	96.3%	0	0	0	3.7%	0
BES	90.6%	1.9%	1.9%	1.9%	1.9%	1.9%

### Primary Disability:

Service	Developmental Disability	Mental Illness	Physical Disability	Acquired Brain Injury	Alcohol/Other Drug Dependency	Visual Impairments/Blind	Hard of Hearing/Deaf	Dual Diagnosis (DD/MI)
BWS	96.3%	0	0	0	0	0	0	3.7%
BES	88.7%	0	1.9%	0	0	1.9%	0	7.5%

## Customer Satisfaction

### Surveys returned:

Parents/Care Providers/Conservators – 0

Employers – 4

Service Coordinators – 4

Consumers (BES and BWS) – 21

The average rating for the quality of Baybridge services was 'Good' for employers (1 response of 'Fair'), between 'Excellent' and 'Good' for Service Coordinators and Consumers. Consumers rated the quality of services slightly lower than Service Coordinators (i.e., closer to 'Good' than 'Excellent' with 2 'Fair' responses). Service Coordinators were split evenly between 'Excellent' and 'Good'.

100% of Service Coordinators responded that they would refer others to Baybridge, compared to 95.2% of Consumers and 75% of employers. The employer rating is the result of the low number of responses (4 overall) with one incomplete (neither 'Yes' nor 'No' checked). Almost 35% of all surveys returned were incomplete.

Responses to questions about what Baybridge is doing well or what positive impact services have made from employers were helping people with disabilities get jobs in the community, providing a number of people to choose from when employers are looking for people, very happy with the last person employed, providing another resource for finding qualified employees and job training assistance provided by job coaches. Service Coordinator responses to the same questions were documentation, planning, relationship with community and allows people to be productive and earn money. When asked what they liked about the services they received, Consumers responded with flexibility, co-workers/employer, the variety of jobs, having something to do, money and working.

While the majority of all responses felt that services were good and that no changes were required, several suggestions for improvement were received. Service Coordinators felt that our services could be improved by increasing awareness in the community, keeping consumers working regularly and increasing job variety. Employer responses were working to reduce job coach turnover, more professional dress for (some) job coaches, coming out [to the jobsite] more. Consumers felt services could be improved by getting a new or different job (3), providing independent living and transportation help, having more responsibility on the job, decreasing down time/ providing more work (3), teaching workers to get along better, getting a coat rack with names and getting a change machine.

### Summary and Recommendations

When the number of responses is so low, it is difficult to make generalizations from the results since even one low response has a great effect on the results. Consumers seem to have a good grasp of what should be happening based on the number of requests for community jobs and increasing the amount and variety of work available in Work Services. Incomplete surveys also make analysis difficult as it is not always clear whether a negative response is intended or if the respondent simply had no opinion.

Based on the low response rate and the high number of incomplete surveys it is recommended that Baybridge move away from mailing surveys and, instead, contact a number of customers from all categories each month and obtain survey information directly. This will allow us to deal with issues that may arise in a more timely fashion, assure that surveys are complete and provide a larger base from which to draw conclusions. It is also recommended that Baybridge continue to work to improve communication with other service providers to coordinate services (such as independent living) that are being provided in addition to supported employment, an increased emphasis on moving individuals from work services to supported employment, and continuing current efforts to increase the number and variety of work services jobs. Work Services should also work toward increasing consumer responsibility for tasks such as timesheet recordkeeping and supervision of other workers.

523 Main Street  
P.O. Box 637  
Ferndale, CA 95536  
(707) 786-9798  
Fax: (707) 786-9799

**AYCOCK AND EDGMON**  
CERTIFIED PUBLIC ACCOUNTANTS



---

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Humboldt Community Access  
and Resource Center

We have audited the accompanying statements of financial position of Humboldt Community Access and Resource Center (a nonprofit organization) as of June 30, 2005 and 2004, and the related statements of activities, functional expenses, and cash flows, for the years then ended. These financial statements are the responsibility of Humboldt Community Access and Resource Center's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Humboldt Community Access and Resource Center as of June 30, 2005 and 2004, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 20, 2005, on our consideration of Humboldt Community Access and Resource Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audits.

*Aycock & Edgmon*

Aycock and Edgmon  
October 20, 2005

---

Philip R. Aycock, CPA  
philipaycock@aepcas.com

AN ACCOUNTANCY CORPORATION

Stacey R. Edgmon, CPA  
stacey@aepcas.com

	<u>2005</u>	<u>2004</u>
<b>ASSETS</b>		
<b>Current assets</b>		
Cash on hand	\$ 3,020	\$ 3,040
Operating accounts	112,346	10,665
Savings accounts	109,831	154,600
Cash-Temporarily reserved	28,881	15,316
Endowment fund	4,493	2,775
Accounts receivable - Net	441,180	437,229
Prepaid expenses	39,381	40,619
Employee advance	<u>309</u>	<u>815</u>
<b>Total current assets</b>	<u>739,441</u>	<u>665,059</u>
<b>Land, building, and equipment</b>		
Land	185,080	185,080
Buildings	739,571	739,571
Furniture and fixtures	11,978	11,978
Equipment and machinery	224,564	217,017
Leasehold improvements	22,362	16,672
Vehicles	<u>545,030</u>	<u>758,669</u>
<b>Total fixed assets</b>	1,728,585	1,928,987
Less accumulated depreciation	<u>(703,958)</u>	<u>(843,612)</u>
<b>Total land, building, and equipment</b>	<u>1,024,627</u>	<u>1,085,375</u>
<b>Other assets</b>		
Cash-Restricted	8,500	8,456
Deposits	54,715	65,611
Intangible assets - Net	<u>2,400</u>	<u>4,000</u>
<b>Total other assets</b>	<u>65,615</u>	<u>78,067</u>
<b>TOTAL ASSETS</b>	<u>\$ 1,829,683</u>	<u>\$ 1,828,501</u>

HUMBOLDT COMMUNITY ACCESS  
AND RESOURCE CENTER

**STATEMENT OF FINANCIAL POSITION**

June 30, 2005 and 2004

	<u>2005</u>	<u>2004</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 22,784	\$ 59,523
Accrued salaries and wages and related taxes	105,169	113,240
Accrued workers' compensation	15,822	29,492
Accrued vacation	91,319	89,436
Current portion of long-term debt	30,343	26,037
Other accrued expenses	<u>336</u>	<u>967</u>
<b>Total current liabilities</b>	<u>265,773</u>	<u>318,695</u>
<b>Long-term liabilities</b>		
Long-term debt	<u>471,145</u>	<u>503,805</u>
<b>TOTAL LIABILITIES</b>	<u>736,918</u>	<u>822,500</u>
<b>Net Assets</b>		
Unrestricted	949,955	829,350
Temporarily restricted	137,810	171,651
Permanently restricted	<u>5,000</u>	<u>5,000</u>
<b>Total net assets</b>	<u>1,092,765</u>	<u>1,006,001</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 1,829,683</u>	<u>\$ 1,828,501</u>

The accompanying notes to financial statements are an integral part of this statement.

HUMBOLDT COMMUNITY ACCESS  
AND RESOURCE CENTER

**STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2005

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>SUPPORT AND REVENUE</b>				
<b>Support</b>				
Funding agencies	\$ 3,705,773	\$ -	\$ -	\$ 3,705,773
Contributions	43,347	25,000	-	68,347
Fees and grants from various agencies	2,125	-	-	2,125
<b>Total support</b>	<u>3,751,245</u>	<u>25,000</u>	<u>-</u>	<u>3,776,245</u>
<b>Revenue</b>				
Fund-raising	-	-	-	-
Project revenues	197,065	-	-	197,065
Membership dues	1,125	-	-	1,125
Rent income	-	-	-	-
Interest	1,764	44	-	1,808
Gain on sale of fixed assets	8,436	-	-	8,436
Gain on investment	3,711	-	-	3,711
Miscellaneous income	27,703	-	-	27,703
<b>Total revenue</b>	<u>239,804</u>	<u>44</u>	<u>-</u>	<u>239,848</u>
<b>Net assets released from restriction</b>	<u>25,000</u>	<u>(25,000)</u>	<u>-</u>	<u>-</u>
<b>TOTAL SUPPORT AND REVENUE</b>	<u>4,016,049</u>	<u>44</u>	<u>-</u>	<u>4,016,093</u>
<b>EXPENSES</b>				
<b>Program services</b>				
Dances	8,007	-	-	8,007
Leisure Companion	38,755	-	-	38,755
Day Programs	1,727,906	-	-	1,727,906
Baybridge Services	709,350	-	-	709,350
The Studio	196,412	-	-	196,412
Support Services	1,051,089	-	-	1,051,089
Transportation	151,394	-	-	151,394
<b>Total program services</b>	<u>3,882,913</u>	<u>-</u>	<u>-</u>	<u>3,882,913</u>
<b>Support services</b>				
Administration	12,531	-	-	12,531
<b>TOTAL PROGRAM AND SUPPORT SERVICES</b>	<u>3,895,444</u>	<u>-</u>	<u>-</u>	<u>3,895,444</u>
<b>CHANGE IN NET ASSETS</b>	120,605	44	-	120,649
<b>Other changes</b>				
Depreciation on assets acquired by capital grants	-	(33,885)	-	(33,885)
<b>NET ASSETS, JULY 1, 2004</b>	<u>829,350</u>	<u>171,651</u>	<u>5,000</u>	<u>1,006,001</u>
<b>NET ASSETS, JUNE 30, 2005</b>	<u>\$ 949,955</u>	<u>\$ 137,810</u>	<u>\$ 5,000</u>	<u>\$ 1,092,765</u>

The accompanying notes to financial statements are an integral part of this statement.

HUMBOLDT COMMUNITY ACCESS  
AND RESOURCE CENTER

**STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2004

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>SUPPORT AND REVENUE</b>				
<b>Support</b>				
Funding agencies	\$ 4,165,074	\$ 133,549	\$ -	\$ 4,298,623
Contributions	36,856	25,000	-	61,856
Fees and grants from various agencies	3,055	-	-	3,055
<b>Total support</b>	<u>4,204,985</u>	<u>158,549</u>	<u>-</u>	<u>4,363,534</u>
<b>Revenue</b>				
Fund-raising	1,500	-	-	1,500
Project revenues	144,719	-	-	144,719
Membership dues	800	-	-	800
Rent income	-	-	-	-
Interest	2,215	79	-	2,294
Gain on sale of fixed assets	3,400	-	-	3,400
Unrealized gain on investment	310	-	-	310
Miscellaneous income	39,563	-	-	39,563
<b>Total revenue</b>	<u>192,507</u>	<u>79</u>	<u>-</u>	<u>192,586</u>
<b>Net assets released from restriction</b>	<u>36,300</u>	<u>(36,300)</u>	<u>-</u>	<u>-</u>
<b>TOTAL SUPPORT AND REVENUE</b>	<u>4,433,792</u>	<u>122,328</u>	<u>-</u>	<u>4,556,120</u>
<b>EXPENSES</b>				
<b>Program services</b>				
Dances	10,011	-	-	10,011
Leisure Companion	36,193	-	-	36,193
Day Programs	1,663,065	-	-	1,663,065
Baybridge Services	727,953	-	-	727,953
The Studio	163,340	-	-	163,340
Support Services	1,161,024	-	-	1,161,024
Transportation	620,024	-	-	620,024
<b>Total program services</b>	<u>4,381,610</u>	<u>-</u>	<u>-</u>	<u>4,381,610</u>
<b>Support services</b>				
Administration	13,423	-	-	13,423
<b>TOTAL PROGRAM AND SUPPORT SERVICES</b>	<u>4,395,033</u>	<u>-</u>	<u>-</u>	<u>4,395,033</u>
<b>CHANGE IN NET ASSETS</b>	38,759	122,328	-	161,087
<b>Other changes</b>				
Depreciation on assets acquired by capital grants	-	(10,576)	-	(10,576)
<b>NET ASSETS, JULY 1, 2003</b>	<u>790,591</u>	<u>59,899</u>	<u>5,000</u>	<u>855,490</u>
<b>NET ASSETS, JUNE 30, 2004</b>	<u>\$ 829,350</u>	<u>\$ 171,651</u>	<u>\$ 5,000</u>	<u>\$ 1,006,001</u>

The accompanying notes to financial statements are an integral part of this statement.

HUMBOLDT COMMUNITY ACCESS  
AND RESOURCE CENTER

**STATEMENT OF CASH FLOWS**

For the Years Ended June 30, 2005 and 2004

	<u>June 30, 2005</u>	<u>June 30, 2004</u>
<b>Cash flows from operating activities</b>		
Change in net assets	\$ 120,649	\$ 161,087
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	45,736	53,937
Amortization	1,600	1,467
Gain on sale of assets	(12,147)	(3,400)
Loss on sale of assets	-	374
(Increase) decrease in:		
Receivables	(3,951)	(19,718)
Prepaid expenses	1,238	(22,084)
Intangibles	-	(4,800)
Deposits	10,896	(12,479)
Advances	506	(815)
Increase (decrease) in:		
Accounts payable	(36,739)	21,957
Accrued compensation and related liabilities	(19,858)	(18,636)
Accrued liabilities	(631)	827
<b>Net cash provided by operating activities</b>	<u>107,299</u>	<u>157,717</u>
<b>Investing activities</b>		
Proceeds from sale of investments	3,711	-
Proceeds from sale of fixed assets	9,390	3,400
Purchase of improvements, vehicles, and equipment	(19,827)	(168,085)
<b>Net cash used in investing activities</b>	<u>(6,726)</u>	<u>(164,685)</u>
<b>Financing activities</b>		
Short term borrowing	131,000	669,900
Principle payments on short and long-term debt	(159,354)	(697,060)
<b>Net cash provided by (used) in financing activities</b>	<u>(28,354)</u>	<u>(27,160)</u>
<b>Increase (decrease) in cash</b>	72,219	(34,128)
<b>Cash at beginning of year</b>	<u>194,852</u>	<u>228,980</u>
<b>Cash at end of year</b>	<u>\$ 267,071</u>	<u>\$ 194,852</u>
Supplemental Information		
Interest paid	\$ 38,458	\$ 45,651

The accompanying notes to financial statements are an integral part of this statement.