



Mission Statement: *“The DePaul Family and Community Services strengthens and empowers families and communities through innovative, evidenced-based, community-oriented services and the training of culturally-competent, socially responsible professionals.”*

EXECUTIVE SUMMARY

Dear Friends and other Stakeholders,

I am pleased to present you with the FY2019 Year End Report detailing DePaul Family and Community Services’ (FCS) performance, programming, and improvement activities for the year. The Year End Report provides a framework for summarizing the Mission- and Data-driven work and achievements of FCS. The report not only reviews the year past, but also looks ahead by identifying actions that will be taken to improve and strengthen the behavioral health services we provide to children, families, and communities and the training we provide to the DePaul University community. ***In reviewing the data, project activities, and progress towards strategic goals over the past year, the following observations and conclusions are evident:***

FCS continues to provide Mission-driven behavioral health services to under-resourced children, families and communities:

- FCS served over 468 clients through our various projects;
- FCS provided a total of 2500 hours of service at local schools;
- FCS completed 71 comprehensive Psychological Evaluations most of whom were funded through the State Medicaid system;
- FCS served a diverse client base: 27% of clients identified as African-American, 47% of clients identified as Hispanic/Latino, 18% of clients identified as White, 3% of clients identified as Asian/Pacific Islander, and 5% identified as other/unknown;
- 74% of families who report household incomes, report household incomes of \$40,000 or less per year;
- FCS provided Parent-Child Interaction Therapy (PCIT) to 13 families;
- Over 262 high school students were screened for trauma exposure;
- FCS provided early-childhood services at St. Vincent DePaul Center, a preschool that serves primarily low-income, ethnic-minority families;
- The early-childhood assessment clinic has served approximately 28 families;
- A total of 30 students participated in the Cities Mentor Project in schools located on the south-side of Chicago

FCS maximized learning to prepare students for success and ensured that staff have the resources and capabilities to deliver an exemplary education:

- 14 doctoral students from DePaul, 1 PsyD student, 1 non-DePaul PhD student, 2 DePaul MSW students, 3 DePaul College of Education students, and 2 art therapy interns. We also trained 4 undergraduate students;
- FCS provided approximately 1235 hours of Individual clinical supervision of doctoral psychology, MSW, and Art Therapy candidates, 400 hours of group supervision, and live supervision experiences;
- 637 hours of continuing education programming were provided

FCS Optimized Chicago as an active learning laboratory for students and acted as a partner with our urban community:



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- FCS continued partnerships with several schools including: Manierre Elementary, Lincoln Park High School, McAuliffe Elementary School, Hamilton Elementary School, Pulaski Elementary School, Smyser Elementary School, Nixon Elementary School and 10 high schools served under the Healing Trauma Together Grant
- FCS partnered with St. Vincent DePaul Center to provide social emotional groups to pre-school children;
- FCS provided a total of 2500 hours of service at local schools

FCS will operate by a Sustainable Business Model thus ensuring FCS' continued strength and legacy of innovative, community-based services and training:

- FCS continued to contract with various managed-care organizations;
- FCS continued to diversify its funding mix (29% DePaul, 23% Medicaid FFS, 14% School-Contracts, 27% HTT Grant, 4% Private Insurance; 2% Training);
- FCS had school-based grants totaling \$149,915.68;
- FCS increased Continuing Education/Training revenues totaling \$20,460.43 in FY19

FCS provided our students with an intercultural education delivered by diverse faculty and staff:

- FCS offered a Diversity training series on the topic of Deepening Our Critical Consciousness About Diversity and present on our diversity training framework at the American Psychological Association's Annual Convention;
- FCS delivers service in several neighborhoods across Chicago thus exposing students to diverse populations and communities;
- FCS served a diverse client base: 27% of clients identified as African-American, 47% of clients identified as Hispanic/Latino, 18% of clients identified as White, 3% of clients identified as Asian/Pacific Islander, and 5% identified as other/unknown
- 74% of families who report household incomes, report household incomes of \$40,000 or less per year and 49% of families report household incomes of \$25,000 or less;

FCS continued to strengthen and promote collaboration and visibility within the DePaul University community:

- FCS collaborated with the Psychology Department, College of Education, and MSW Program to train students;
- Several members of the FCS team contributed to the College of Science and Health's Strategic Planning process

Children and families living in the Chicagoland area continue to face barriers in accessing high quality, culturally-responsive behavioral health services. FCS continues to rise to the challenge by partnering with other child- and family-serving organizations and systems to reduce barriers to accessing services. FCS' distinctive strengths and competencies – *understanding diversity, partnering with community, teaching others, and psychological assessment* – help FCS achieve its mission which is rooted in Vincentian values and aspirations.

Many thanks for your continued interest and support of DePaul Family and Community Services.

Orson A. Morrison, Psy.D.
Director



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Part 1: Program Background

A. Program Description/Environmental Issues (FY16):

Mission: The DePaul Family and Community Services strengthens and empowers families and communities through innovative, evidenced-based, community-oriented services and the training of culturally-competent, socially responsible professionals.

Vision:

To provide **quality** services that are flexible and responsive to the individual needs of clients, their families, and their communities;

To provide services that are **community-based** and focused on **prevention** and overall well-being;

To **empower** families and communities to make change in their lives and in the lives of others;

To **partner** with other child-serving organizations and systems to achieve shared goals of child, family, and community wellness;

To develop and implement **evidenced-based** approaches that take into consideration **culture** and the system(s) in which our clients live;

To strengthen the healthcare system by training **socially-responsible** professionals who are considerate of all social-determinants of health and well-being

During FY19, FCS embarked upon a strategic planning process to develop a road-map for the next 3-5 years. In recent years, the state funding system has become more complex as the State of Illinois partners with various Managed Care Organizations (MCOs) to manage the healthcare benefits of Medicaid recipients. FCS continues to work with the university to do our due diligence in researching various vendors for a new electronic medical records (EMR) system. A new system is vital to ensuring business and service efficiencies in this complex funding environment.

FY19 was also a time of continued expansion of community-based/school-based projects. FCS continued to be a key partner with Chicago Public Schools (CPS) to provide much needed trauma-informed services in schools. Nationally we have seen that schools are an important access point for children's mental health services and FCS continues to be a leader in the provision of school-based mental health services. FCS expanded school partnerships through receiving a grant from the Oak Park Township Community Mental Health Board to provide parent/teacher training, group counseling and individual/family counseling in both of the Oak Park, Illinois middle schools. The project is entitled "The Mindful Middle Schoolers Program" as it leverages mindfulness-based strategies and approaches to managing youth anxiety, depression, and executive functioning issues.

FCS partnered with PCIT International to host the 2019 PCIT International Conference in August 2019. This is a conference that typically hosts 250+ national/international attendees. We hosted approximately 400 attendees. The conference was a great way to bring national/international attention to our work and to generate revenue through conference fees and CE credits. The planning committee was led by Dr. Christina Warner-Metzger.

FCS Staff Members (FY19)

Orson Morrison, Psy.D. (Director), Julie Brosnan, Psy.D. (Coordinator of Training), Trina Davis Dee, Ph.D. (Assessment Coordinator), Victoria Doobay, Ph.D. (Staff Psychologist), Theresa LaBarrie Mitchell, Ph.D. (Part-Time Staff Psychologist), Iu-Luen Jeng, LCPC, ATR (Staff Therapist/Art Therapist), Christina Warner-Metzger, Ph.D. (Staff Psychologist, PCIT Master Trainer), Roberto Lopez Tamayo, Ph.D. (Part-Time Therapist), David Walker, LSW (Staff Therapist), Lauren Trinca, LPC (Staff Therapist), Molly Schneider, LCSW (Staff Therapist), Kari Kearns, LMFT (Staff Therapist), Gabi Gerardi (Medical Billing Specialist), Vanessa Mendoza (Office Assistant), Veronica Loera (Office Assistant).

Affiliated Faculty (FY19)

Antonio Polo, Ph.D. (on leave), Kathy Grant, Ph.D. (on leave), Jocelyn Carter, Ph.D.,



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Community Advisory Board Members (FY19)

Orson Morrison (FCS Director), Joseph Gartner, John Zeigler (DePaul), Trina Davis (DePaul), Ida Salusky, MPH, PhD (DePaul), Marla Vannucci, PhD (Adler University), Kristin Velazquez Kenefick, PsyD, RYT (The Chicago School of Professional Psychology), Maria J. Ferrera, Ph.D., LCSW (DePaul), Joyce McGhee (guardian of a former consumer), Michelle Gilchrist (DePaul Student), Catherine Pierre-Louis (DePaul Student).

Program Services & Projects:

Clinical Training Program: FCS provides exceptional training to DePaul University graduate and undergraduate students. The training program draws heavily on principles of Community Psychology, Multiculturalism, and Evidenced-Based Practice. Students provide individual, family, and group services to under-served populations under the supervision of Licensed clinicians (Clinical Psychologists, Social Workers, Art Therapists). FCS is the primary training site for the doctoral candidates who are enrolled in DePaul University's Psychology program (Clinical Child and Clinical Community Psychology Programs). FCS also provides internship experiences to psychology undergraduate students who are interested in learning more about clinical work with under-served populations. FCS also provides supervision for students in DePaul University's Masters in Social Work program by Licensed Clinical Social Work staff. During FY19, FCS provided approximately 1235 hours of Individual clinical supervision of doctoral psychology, MSW, and Art Therapy candidates, 400 hours of group supervision, and live supervision experiences through specialized group training and supervision in evidenced-based treatment modalities such as Parent-Child Interaction Therapy. For FY19, FCS trained 14 doctoral students from DePaul, 1 PsyD student, 1 non-DePaul PhD student, 2 DePaul MSW students, 3 DePaul College of Education students, and 2 art therapy interns. We also trained 4 undergraduate students.

Diversity Training Committee: This year, the diversity committee will be focusing on the topic:

“Deepening our Critical Consciousness about Diversity: Applications to Self-Authenticity, Clinical Process, and the Professional Field” We had a very successful training series in January, March 2019, and May 2019. The diversity committee, under the leadership of student, Cat Pierre-Louis, also submitted a proposal to present our diversity training process at the annual American Psychological Association (APA) conference. It was approved!

School Based Services: FCS continues a long tradition of providing responsive, evidence-based services at several schools in the community. Staff worked on-site and closely with the behavioral health/social service teams of several schools including Manierre Elementary, Lincoln Park High School, McAuliffe Elementary School, Hamilton Elementary School, Pulaski Elementary School, Smyser Elementary School, Nixon Elementary School and 10 high schools served under the Healing Trauma Together Grant. Approximately 2500 hours of service were provided on-site at local schools.

The Parent Child Interaction Therapy program: The Parent-Child Interaction Therapy (PCIT) Clinic uses an evidence-based intervention for parents and their children aged 2-7 years with disruptive behaviors. In PCIT, parents are taught effective ways of interacting with their children, including warm, responsive attention and consistent use of behavior management techniques. PCIT was established at FCS in 2005 and completed its 14th year of operation in the most recent fiscal year. Christina Warner-Metzger, Ph.D., PCIT International Certified Master Trainer, maintained the primary role of directing the PCIT Clinic and supervising training. In the past year, Dr. Warner-Metzger trained and supervised 7 doctoral clinical psychology students in delivering PCIT to 13 families. The PCIT Clinic ended the year with a waitlist of approximately 40 referred families seeking treatment, indicating an increase in young child referrals. Training efforts increasingly focus on trainees meeting PCIT International requirements for certification, with 1 trainee attaining Level I Trainer requirements within the past year. The PCIT Clinic also mentored 2 DePaul undergraduate psychology senior interns pursuing the Human Services Concentration.

Dr. Warner-Metzger held one (1) PCIT Therapist training on-site at DePaul FCS providing 40 continuing education credits and professional development to a combined 8 individuals at various levels of professional status from DePaul, Rosalind Franklin University of Medicine and Science, and across Chicagoland, as well as offering professional development opportunities for 3 DePaul graduate students. Moreover, Advanced PCIT Training was completed for 4 professional providers from across the country and 1 DePaul graduate student, offering an additional 13.5 CEs combined.



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Dr. Warner-Metzger also organized and coordinated all aspects (logistics, budgets, recruitment, registration, call for proposals, agendas, etc.) of an international convention targeting PCIT providers, which produced 400 registrants for the primary convention and 190 registrants for the pre-convention, representing 10 countries. This event brought international attention to FCS and the greater DePaul mission, with a convention theme of: Inspired Globally, Implemented Locally: Cultivating Diverse Roots. An esteemed international registrant referenced Dr. Warner-Metzger's oversight of the event as a "herculean effort."

Early Assessment and Recommendations for Learning in Young Children Clinic: The Early Assessment and Recommendations for Learning in Young Children (EARLY) Clinic focuses on direct clinical service and graduate-level practicum training in assessing a variety of psychological and developmental issues for children ages 0 – 7 years. Dr. Warner-Metzger directs the EARLY Clinic and provides supervision in specialized assessment approaches for children with Autism Spectrum Disorders, Developmental Disabilities, and histories of trauma. The EARLY model offers families a full psychological assessment, diagnostic clarification, and initial recommendations within a single day's appointment. In its third year of operation, the EARLY Clinic served 28 families and trained 1 student who was recruited from DePaul and external graduate programs, maintaining a competitive externship training program housed within DePaul FCS.

Child Adult Relationship Enhancement (CARE): Further, Dr. Warner-Metzger also oversaw community outreach efforts and dissemination for Child-Adult Relationship Enhancement (CARE). Via an adapted Learning Collaborative model utilizing multiple learning sessions, action phases with expert coaching, and administrator feedback, Dr. Warner-Metzger and her team trained approximately 115 Chicago Public School (CPS) staff (administrators, teachers, mental health professionals, coaches, custodians, cafeteria workers, security personnel, etc.) during approximately 170 hours of combined training efforts. Additionally, Dr. Warner-Metzger and the DePaul FCS CARE Team were invited presenters at the CPS Office of Social and Emotional Learning (OSEL) Summer Institute to provide a 6-hour workshop to approximately 30 school personnel. Furthermore, in May 2018, a "CARE Show-and-Tell" Webinar was presented to 8 administrators representing schools from various Social-Emotional Learning (SEL) Networks within CPS, providing information on planning for and securing CARE in the Classroom training.

CARE training was also sought by another key DePaul FCS community partner: Lurie Children's Hospital of Chicago. Dr. Warner-Metzger presented a grand rounds style presentation providing a CARE primer to Lurie's Occupational Therapy (OT) and Speech/Language Therapy Departments in October 2018. Further interest led to Dr. Warner-Metzger training 10 Lurie OT staff via a 4-hour CARE Workshop.

To continue building a "culture of CARE" at DePaul FCS, Dr. Warner-Metzger presented a 4-hour CARE Workshop and 2-hour Booster Session series to approximately 30 of its staff and students. A selected number of staff and students (totaling 7 providers) also completed a 6-hour CARE Facilitator Course to expand the capacity of the DePaul FCS CARE Team. CARE is quickly becoming a cornerstone in the annual evidence-based trainings provided to DePaul FCS staff and students.

ACT/ADAPT Program: Dr. Antonio Polo was on leave during FY19.

Cities Mother-Daughter Project: Cities Mentor Project provides early adolescent Chicago Public School students with a) training in research-based strategies for coping with severe and chronic stressors that negatively affect health and learning (e.g., community violence); b) connection to undergraduate mentors who support youth coping efforts in real-life situations, advocate for youth academically, and connect youth to c) high-quality after-school and summer programming that provides additional support. The 2018-2019 academic year was the fifth year that Cities Mentor Project was offered through DePaul Family and Community Services (FCS). Beginning in the summer of that year, the program trained seven clinical psychology doctoral students, three general psychology masters students, one counseling psychology masters student, two masters of social work students, one undergraduate senior intern, and 30 undergraduate student mentors. Beginning in the fall of that year, our team provided weekly group therapy services to 30 students from Cook, Joplin and Wentworth Elementary Schools on Chicago's Southside. We also provided community support other days of the week by supporting youth efforts to practice newly developing coping skills at partner community organizations (i.e., Cook Boys and Girls Club, St. Sabina Church and YOUmedia at Thurgood Marshall Library). Finally, with collaborators from

FY 2019 covers the time period from July 1, 2018 to June 30, 2019



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Northwestern University, we received a grant from the National Institutes of Health to evaluate effects of the program on behavioral, emotional, social, academic, and health outcomes.

St. Vincent DePaul Center: DePaul FCS continued its long standing partnership with Saint Vincent DePaul Center over the past year. The focus of the partnership was on supporting the needs of individual Saint Vincent's students. A student clinician coordinated with the Family Support Specialists at Saint Vincent's to identify students who would benefit from a developmental assessment and/or individual or family therapy.

The Psychological Testing Program: FCS Staff Psychologists and Graduate Psychology Students provide comprehensive Psychological Evaluations that help to clarify formal mental health diagnosis, assess learning and academic functioning, and provide clinicians and clients with individualized treatment recommendations. FCS provides testing for clients who have the state Medicaid insurance, Department of Child and Family Services (DCFS) funding, or those that can pay out of pocket for the services. Over the course of the year, FCS completed 71 comprehensive Psychological Evaluations.

Psychiatry Services: No services were provided.

Art-Therapy Program: This year was productive and we continued to grow several projects with our community partners. The Art Therapy team offered nine group therapy sessions at Hamilton Elementary School to 48 students. Therapy topics included stress and depression management, coping with anger, healthy interpersonal boundary, and effective communication. We also offered school-based clinical services to 11 families at both Hamilton Elementary School and Pulaski International School. Five families decided to continue their treatment at the clinic after the school ended.

With the effort of five clinicians, 65 clients engaged in treatment at the clinic this year. The team also facilitated four interactive wait room art projects to foster mental health conversations with our community within the clinic. Two art therapy advanced students from Adler University and two counseling advanced students from DePaul University graduated successfully from the training program.

Universal Trauma Screening Pilot Project: FCS received a grant to help conduct a pilot of a universal trauma screening process in 10 high schools. The project screened over 262 students. The vast majority of students reported significant trauma exposure.

Administrative Projects: The FCS Administrative Team and Front Office Staff continued research vendors for a new electronic medical record (EMR) system.

B. Total Clients Served by DePaul Family and Community Services

Actual number of clients served this fiscal year	Registered=325 Non-Registered=143
Projected number of clients to be served in the next fiscal year	468

C. FY2019 Client Demographics*

Gender	Female		125	39%	Male		200	61%							
Age	0-6	158	49%	7-10	98	30%	11-14	53	16%	15-17	6	2%	18+	10	3%
Ethnicity	Asian/Pacific Islander		9	3%	Black/African-American		89	27%	Hispanic/Latino		153	47%			
	White (Non-Hispanic)		58	18%	American Indian		0	0%	Other/Unknown		16	5%			

*Based upon the 325 registered clients

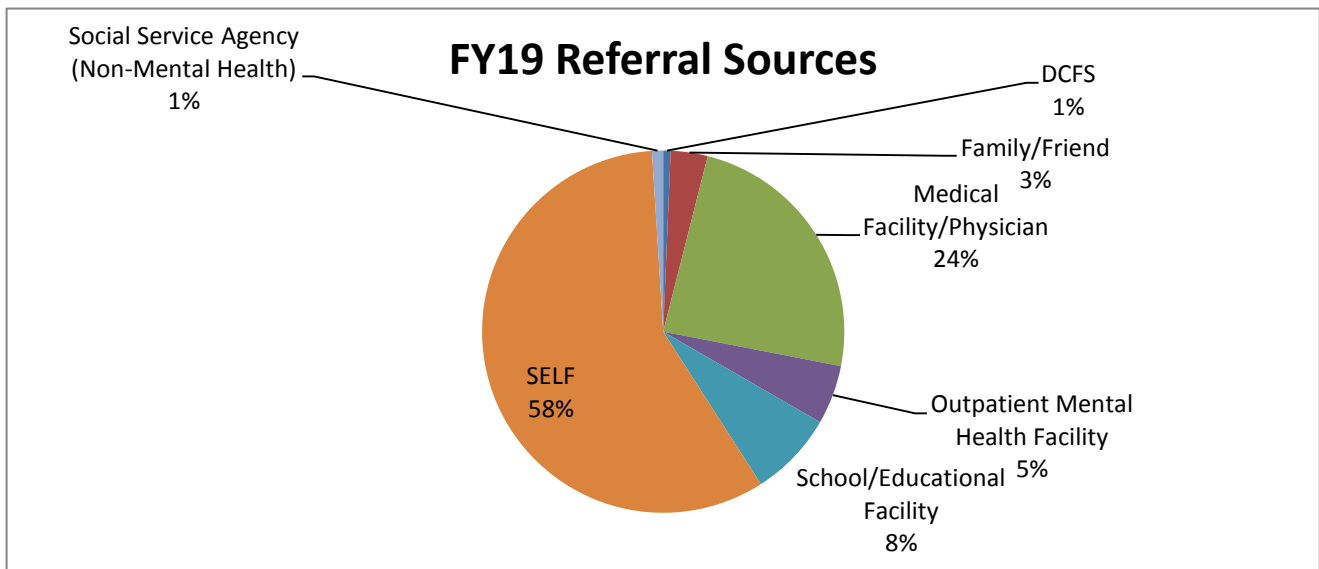


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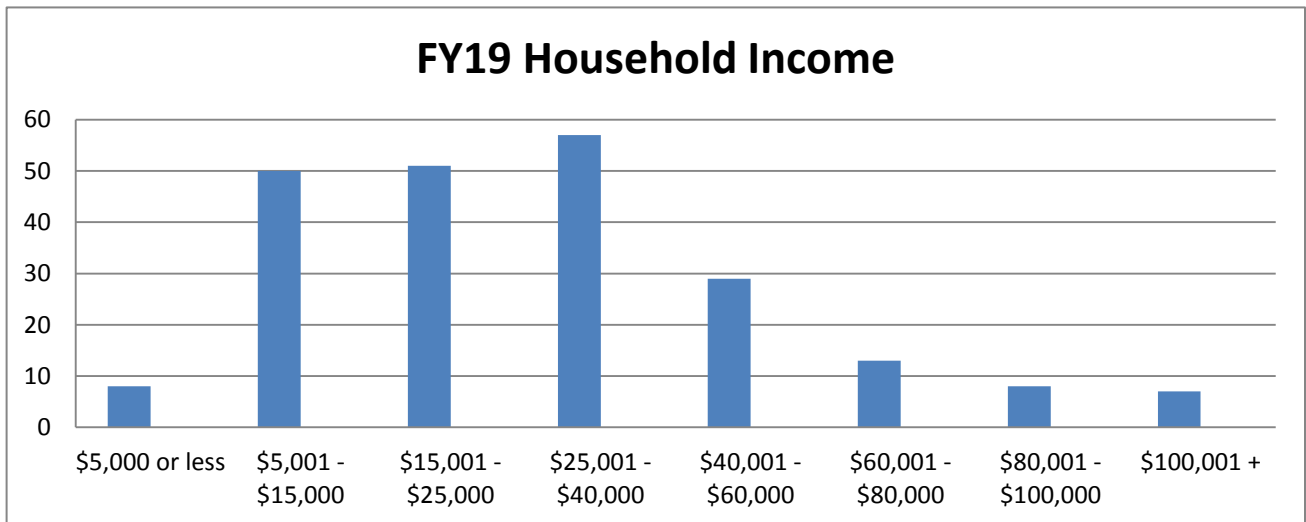
D. Client Characteristics

In FY19, FCS served a total of 325 “registered” clients. “Registered” refers to those that were officially opened to provide Medicaid, Self-Pay, Private Insurance or DCFS services. In addition to those “registered” clients, approximately 143 additional clients were served through involvement in special projects such and class-room based/school/grant interventions at various schools.

Clients are referred from a variety of sources. Self-referrals continue to be the highest referral type as many families seeks services through web searches and online advertising platforms.



Household Income Data:



FCS continued to provide services to primarily low-income children and families, consistent with its mission. The

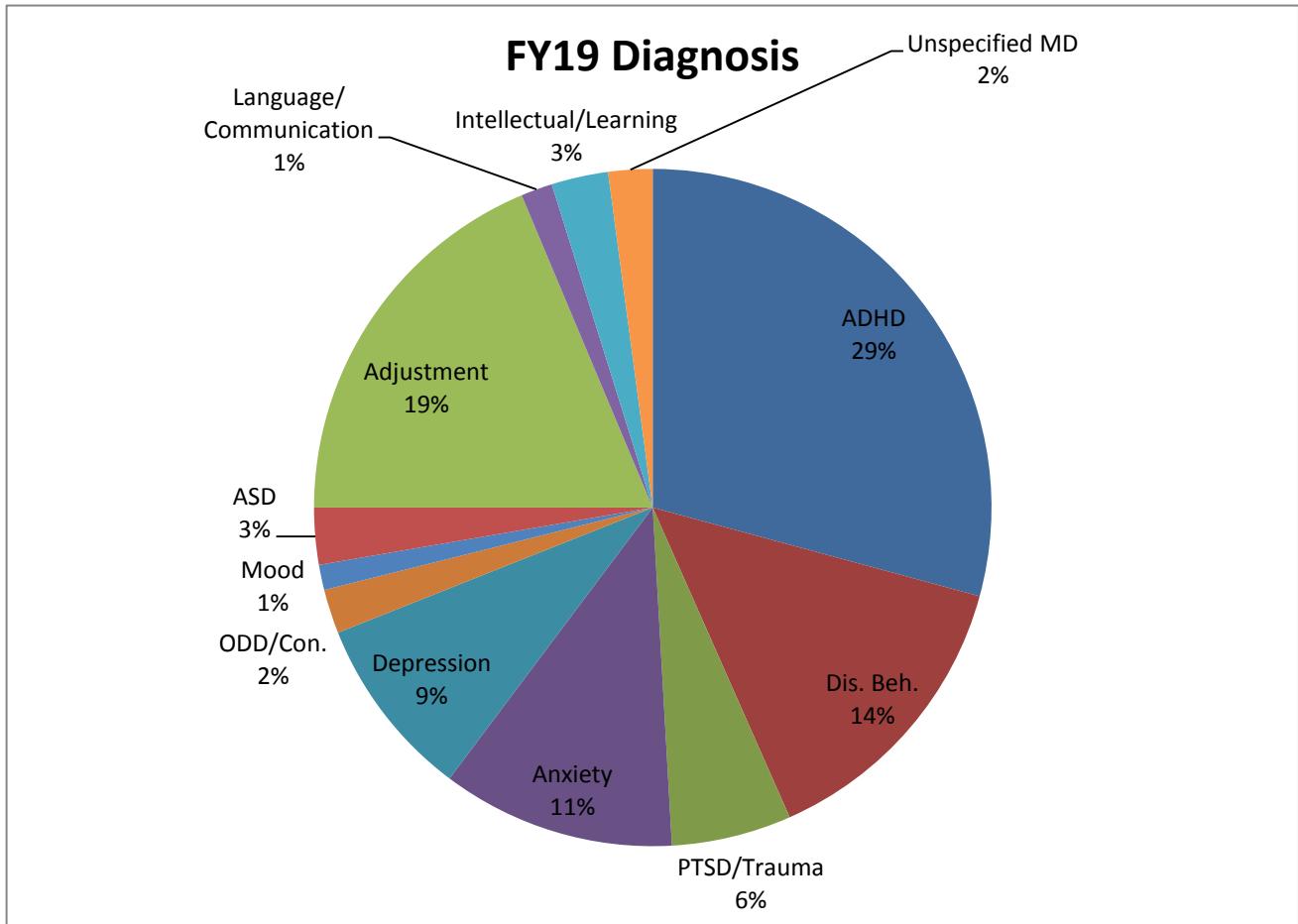
FY 2019 covers the time period from July 1, 2018 to June 30, 2019



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majority of clients have household income levels between \$25,001-\$40,000 followed by \$15,001-\$25,000/yr, followed by \$5,001-\$15,000/yr. 74% of families who report household incomes, report household incomes of \$40,000 or less per year.

The most common primary DSM-V diagnosis seen in FY19 included ADHD, Adjustment Disorders, Disruptive Behavior Disorders, Depression, Anxiety and PTSD/Trauma-related disorders.



Clients travel far distances to receive access to high-quality behavioral health services:

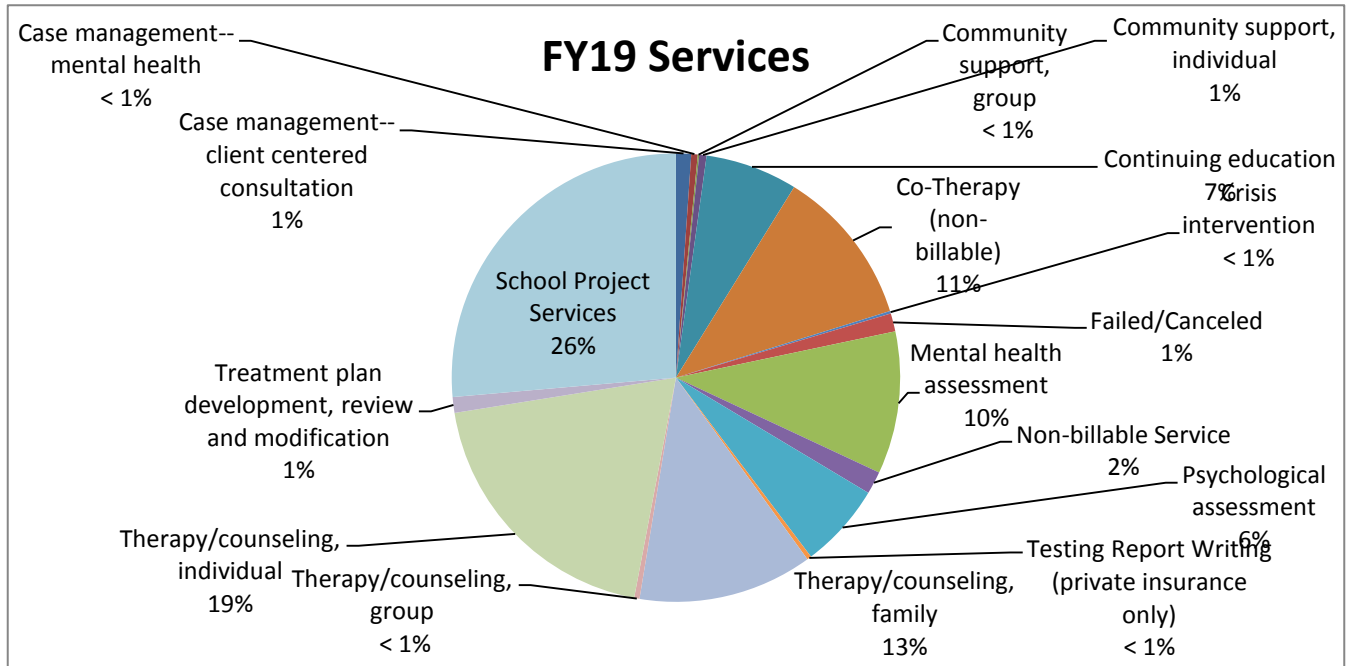
The ZIP Code with the largest number of FCS clients is 60610



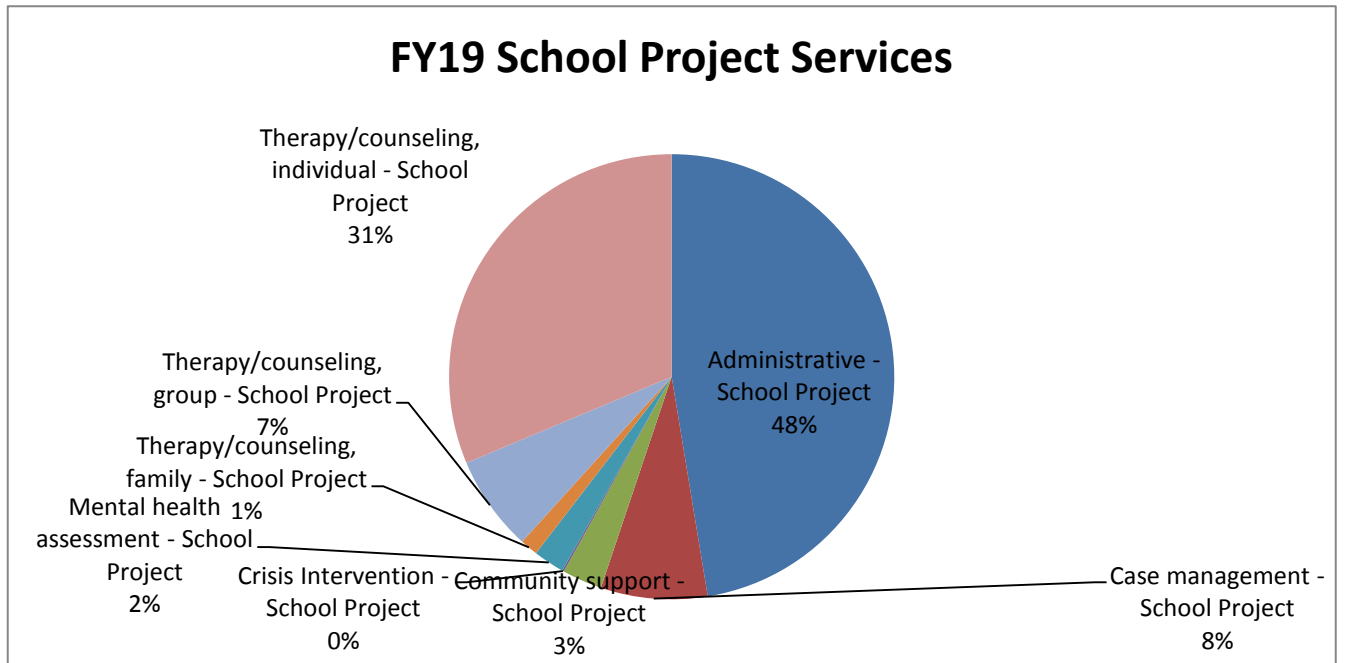
Part 2: Services and Activities Summary

Service Array

The chart below summarizes the array of behavioral health services that were provided to clients over the course of FY19.



When looking more closely at the work conducted through formal CPS contracts, the services are as follows:



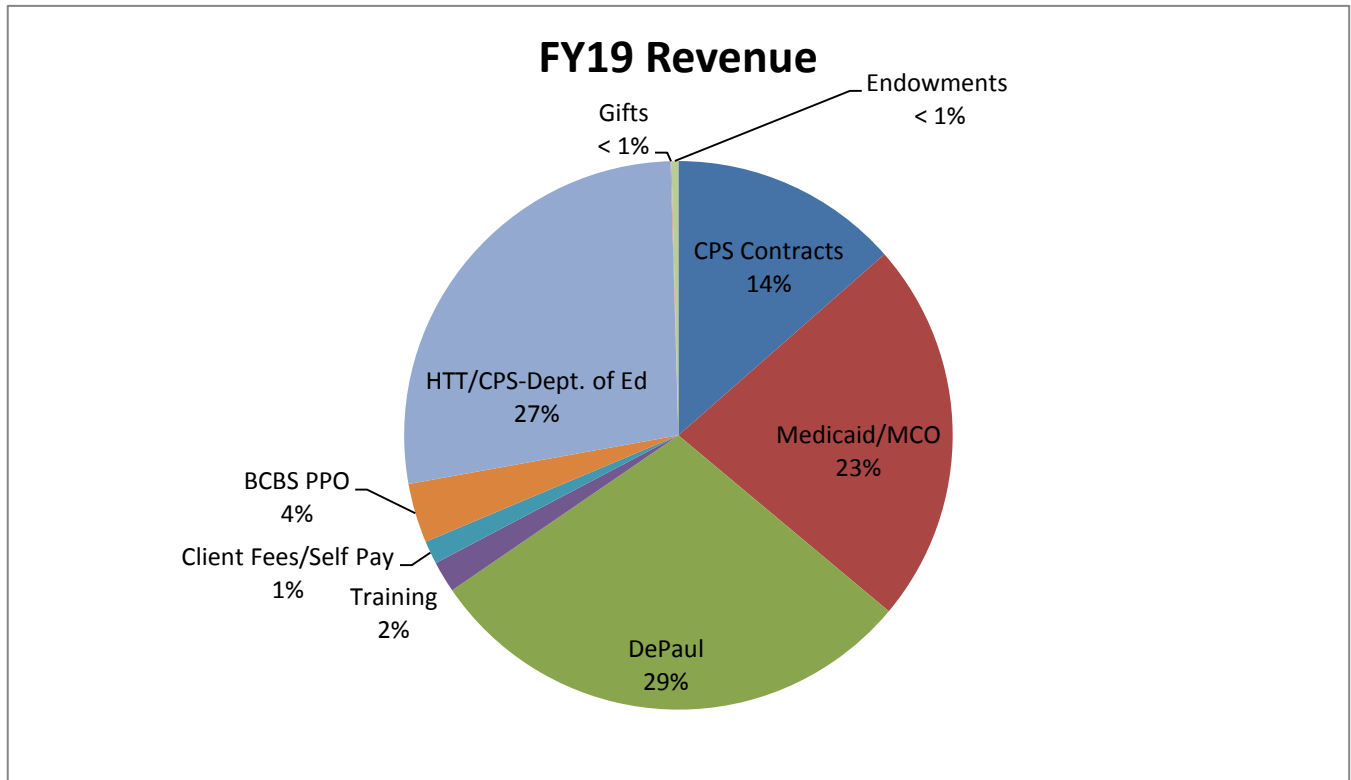


Budget Performance:

DePaul’s fiscal year ended June 30, 2019. During FY19, the State of Illinois continued to focus on shifting the management of Medicaid benefits to managed-care companies (MCOs). FCS continues to contract with several popular managed-care plans and credentialed our staff members to be able to provide services for clients who are enrolled in managed-care companies and care coordination entities. The administrative burden of contracting and working with MCOs has been high. FCS continues to move closer to adopting a new electronic medical record system to more efficiently manage this complex funding environment. FCS worked with DePaul administration to continue to move forward on an approved business case proposal to upgrade systems.

FCS continued to focus on diversification of funding and to reflect a more sustainable and less risky funding mix. Through the addition of contracts with Chicago Public Schools and other schools, paneling with private insurance companies, and providing continuing education workshops, FCS continued to diversify its funding mix.

Total Medicaid and SASS billings were approximately \$250,000. \$149,915.68 was earned through school-based projects; \$303,487.50 was earned through the Healing Trauma Together grant; \$38,843 was earned through BCBS billings and \$20,460.43 was earned through training-related fees.

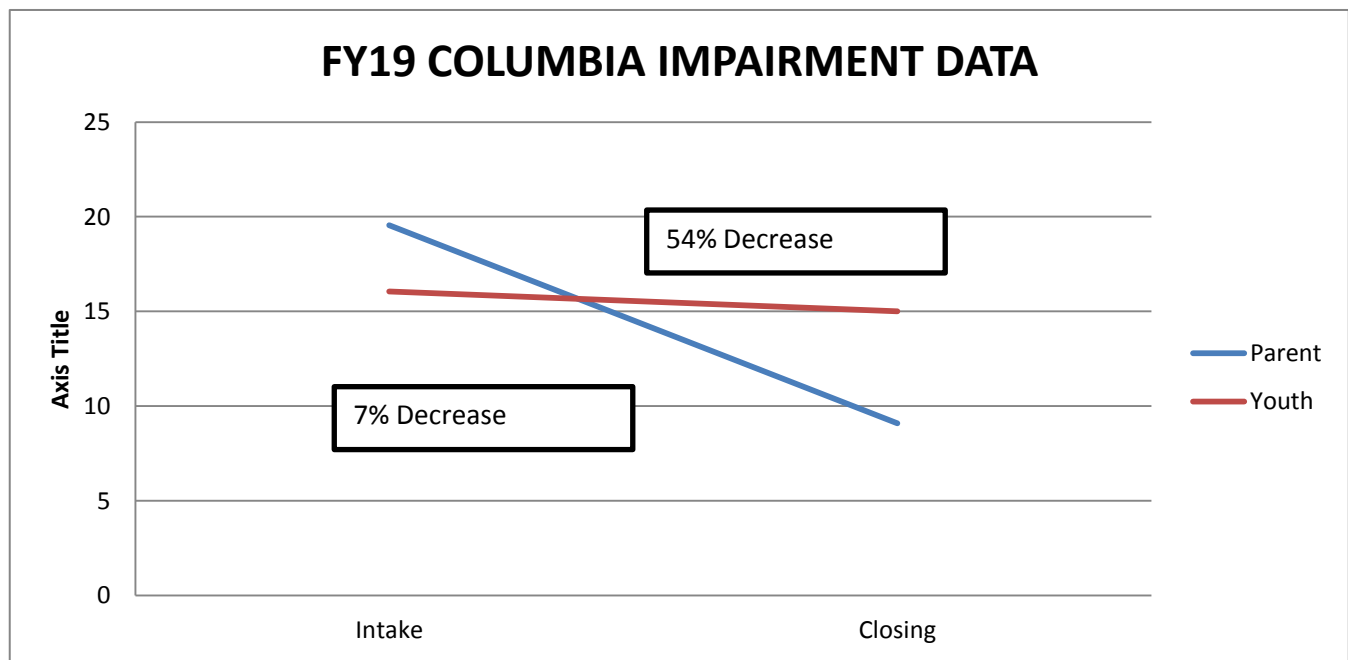
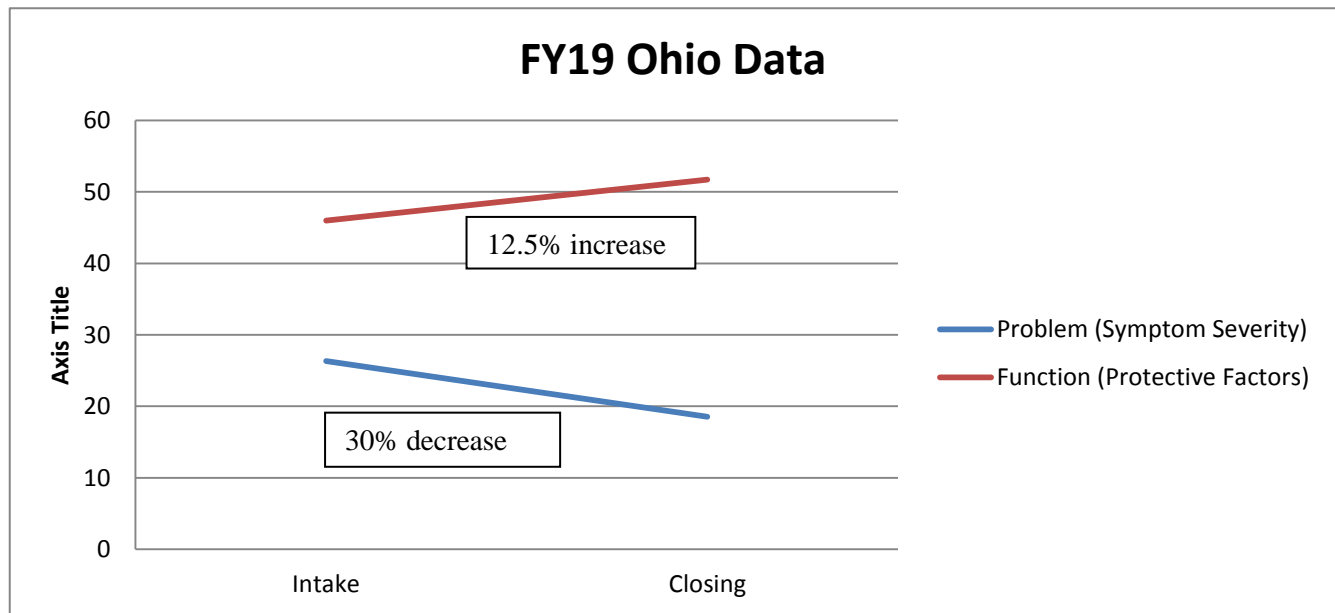


Outcome Indicators:

The following data represents evaluations of symptomatology completed every three months to assess progress and current difficulties. The data presented below represent the average scores for all clients served within that year at various stages in their treatment, beginning with their first session (i.e., intake), continuing every three months of their treatment, as well as average scores for symptoms when clients ended treatment (i.e., closing).



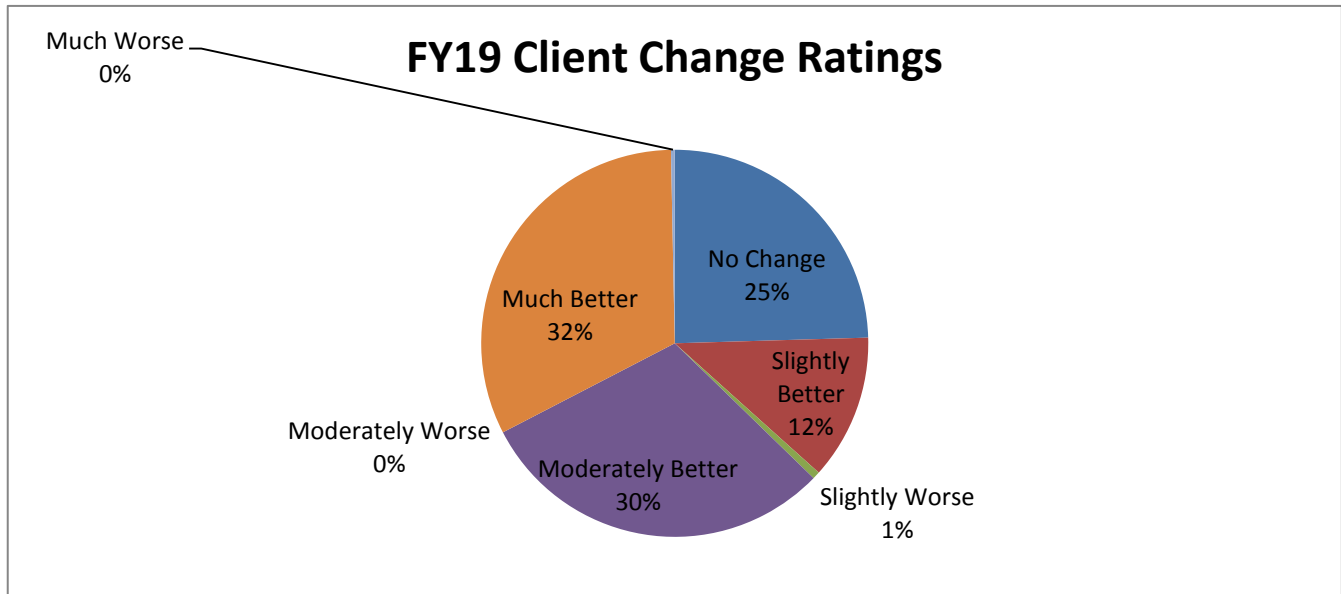
Ohio Scales and the Level of Care Utilization System (LOCUS) are completed by the client's clinician. Clinicians complete Ohio Scales for youth aged 6 through 17 years, and Ohio Scales include two scores, one indicating the severity of problem behaviors and the other indicating protective factors and positive functioning exhibited by the client. Both scores have a maximum of 75. The clinical cut-off score for problem behaviors is 20. For cases that closed in FY19, there was a 30% decrease in the problem (symptom) severity ratings compared to intake ratings. Concurrently, there was a 12.5% increase in functioning (protective factor) ratings.





Client Satisfaction and Perceptions of Treatment:

Individualized Treatment Plan goals are collaboratively determined between client and therapist. At each treatment plan review and at discharge, treatment plan goals are evaluated. At discharge, both client and therapist are expected to rate progress towards the identified treatment plan goal. Below is a graph of client rating of perceived change towards achievement of identified treatment goals.



Of those clients who participate in the treatment review process, 74% report that their treatment issue is slightly better to much-better over the treatment period.

Consumer Satisfaction Surveys are administered each quarter. They include the following questions:

Questions Asked (five-point Likert scale from “Strongly Disagree” to “Strongly Agree”)

- Q1: The environment of the center is welcoming, comfortable, and respectful.
- Q2: Services are planned and delivered at a time convenient for your family.
- Q3: I feel that my family’s culture, beliefs, and ideas are treated with respect and dignity.
- Q4: I have learned a lot about my concerns and diagnosis, and understand how they can be improved.
- Q5: I feel the concerns that I came in with are getting better, and I have learned skills to help with it.
- Q6: I feel that things are getting better at the rate I expected.

100% of consumers surveyed rated “Agree” or “Strongly Agree” to these questions 1, 3, 4. 84% of consumers surveyed rated “Agree” or “Strongly Agree” to question 2. 100% reported improvement in their concerns (Q5) and 84% of consumers felt that these concerns improved at the expected rate (Q6).

Part 3: Action Planning

Action Planning: What are the key areas the department will be focusing on for improvement in FY 2020 as a result of data and information obtained in FY 2019?

1. Build the capacity to respond to school-based partnerships and the needs of Spanish- speaking families.
 - FCS will develop and maintain partnerships with local schools.



- FCS will collaborate with Chicago Public Schools and Oak Park District 97 to expand services in schools
- FCS will hire a Spanish-speaking Psychologist
- FCS will recruit students for a Latino Mental Health Team
- FCS will examine its current staffing structure needed to support the amount of school/community-based services it is providing.

2. Diversification of funding stream & Sustainable funding model

- FCS will continue to contract with various managed-care organizations and diversify funding.

3. Continue to develop and evolve program metrics and data. We will continue to develop and assess our current program metrics system and areas of improvement/strengthening will be noted. This will include a examining and strengthening our clinical outcomes measures, client and partner satisfaction measures, and clinic appointment scheduling data. DePaul FCS continues to explore upgrading our electronic medical record system to create stronger data metrics, service tracking, and business efficiencies. We continue to vet two systems and hope to finalize decisions in FY20.

4. Continue to improve service access and efficiency data:

- DePaul FCS will explore the idea of extending hours to Saturdays.
- DePaul FCS continues to explore upgrading our electronic medical record system to create stronger data metrics, service tracking, and business efficiencies. We continue to vet two systems and hope to finalize decisions in FY20.

Prepared by: Dr. Orson Morrison (Director)
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Date: 10/15/2019

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