
Substance Abuse Counseling Center (SACC) MCLB Albany, GA

INTRODUCTION

Substance Abuse Counseling Center Marine Corps Logistics Base Albany, GA is dedicated to a process of continuous improvement of our organization, programs and services based on the collection of information and data that are reliable, valid, and specific, and linked to the Indicators contained in this report. MCLB Albany seeks to:

- Address identified needs;
- Improve the organization’s business functions and fiscal stability;
- Improve the effectiveness of services delivery
- Improve the access to MCLB Albany’s SACC program and services;
- Improve Consumer and Stakeholder satisfaction with our efforts.

This report is intended to satisfy the CARF requirement for an annual “performance analysis” and will be used in the annual review of the organization’s strategic plan. Copies of this report are distributed to members of the organization’s leadership and made available to clients and staff.

Completion of this report included the review of a number of different performance indicators (summarized below) and, a formal review of the organization’s mission statement and core values by leadership. The current mission statement (including core values) was deemed appropriate for the current population served by the organization, the demographics of the organization’s client base, and the current DoD treatment environment. The mission statement was found to be accurate and without need for revision. The mission statement will be formally reviewed at the end of FY2016 when the next annual management summary is drafted.

This summary also includes a written description of the organization’s outcomes management system, Performance Improvement, Strategic Planning, Organizational Advocacy, and Financial and Resource planning.

BACKGROUND

The majority of Substance Abuse Counseling Center’s functions, operates on a fiscal year which begins October 1 and ends September 30. Under normal circumstances, the organization will compile end of year data, summarize it in an annual management summary (performance
analysis) during the October-November timeframe and use the summary for strategic planning purposes for the following year.

OVERVIEW OF DATA COLLECTED BY THE ORGANIZATION

Substance Abuse Counseling Center MCLB Albany collects and analyzes data/information, all dedicated to Performance Improvement, from a number of different sources including, but not limited to:

1. Financial information including monthly reviews of the organization's financial performance by the organization's leadership;
2. Accessibility status reports as a way to monitor any potential barriers to treatment and to identify necessary corrective actions;
3. Resource allocation as needed to maintain continuity of care and ensure that the staff has the tools and resources necessary to provide quality care and execute jobs at high level;
4. Annual risk management assessments to identify potential risks and opportunities for the organization;
5. Analysis of personnel (human resource) trends related to recruitment, retention and turnover;
6. Technology assessments to ensure that the organization benefits from information technology and possesses the "hardware necessary to support the accomplishment of the organization's mission;"
7. Reports from internal and external health and safety inspections and tests of emergency plans and procedures;
8. Field trends as they are reported to us by Headquarters Marine Corps, trade publication, trade associations, accreditation surveyors and other providers;
9. Outcomes management questionnaires completed by clients;
10. Stakeholder input questionnaires completed by clients, staff and other interested stakeholders;
11. Informal feedback from clients and staff;
12. Formal client complaints and grievances;
13. Incident reports;
14. Feedback/results from national accreditation surveys; and
15. Feedback/results from regulatory/licensing visits and inspections.

PRIORITIZED STRATEGIC TARGETS AND OBJECTIVES – 2013 TO 2016

The organization established the following strategic goals and objectives for 2013 to 2016:
PRIORITY 1: Improving Program Quality by ensuring policies, procedures, plans, forms and other document are consistent with CARF's standards for substance abuse treatment programs and, by continuing to integrate the standards into all aspects of daily operations; and by Improving Problem Identification and Referral of Marines needing to be screened;

PRIORITY 2: Operate in strict compliance with all state and federal regulatory requirements at all times, maintain all required documentation in support of the organization's regulatory and compliance efforts;

PRIORITY 3: Be more effective with our efforts of Substance Abuse Prevention by raising awareness of our program through a variety of avenues such as developing and enhancing relationships between SACC MCLB Albany and the local community; by working collaboratively with other community stakeholders; ensuring that we educate the community about substance abuse and recovery; and by communicating with other providers to build strong recovery support systems for our clients.

STRATEGIC TARGETS AND OBJECTIVES ANALYSIS

PRIORITY 1: As of the date of this summary, we have attained CARF accreditation and are due for re-accreditation in August 2016. We continue to work diligently to ensure that we are operating in "significant conformance" with the majority of CARF's standards but recognize that as a young and learning organization, we need to continually utilize the standards as part of our ongoing quality improvement process. In keeping with CARF requirements, Headquarters Marine Corps has standardized forms to be used by all USMC SACCs.

PRIORITY 2: Substance Abuse Counseling Center MCLBA Albany operates in conformance with all state and federal requirements and is licensed and/or certified by the States of Georgia and Texas, IC&RC, Credentials Review and Clinical Privileging Committee, and Headquarters Marine Corps. Copies of all licenses are posted in the SACC and maintained on file in the organization's "Accreditation Materials Binder" for review by accreditation surveyors and regulatory auditors. Headquarters Credentialing Review Committee will continue to monitor licensure/certification status to insure that all required licenses and certificates are current and valid, and that renewal documentation is submitted in timely manner to avoid license/certificate expiration.

PRIORITY 3: The organization continues its Organizational Advocacy by conducting marketing, outreach and community education efforts to reduce the stigma associated with substance abuse and treatment. The SACC believes that being a part of the community means reaching out to others beyond the military gate. The program has been proactive by participating in a career day at one of the local schools. To reach the larger base community, beyond the active duty families, the Substance Abuse Counseling Center participated in three festivals, sponsored a Drug Take Back program, and contributed information to publications distributed by newsprint and electronically. For the active duty, the SACC sent out information to the commands to be included with their Plans of the Week, hung posters in the barracks, and presented information at Welcome Aboard and Safety briefs. The SACC also attended monthly
urinalysis testing to provide information and to interact with the Marines. Lastly, SACC conducted monthly Substance Abuse Control Officer (SACO) focus meetings providing an additional avenue to educate the SACOs on relevant topics to pass to their leadership and fellow Marines. The program manager maintains written documentation of all outreach, marketing and community education efforts.

FINANCIAL AND RESOURCE ALLOCATION PERSPECTIVE
The organization does not depend on revenue to sustain its operation. The organization has developed a “target budget” as a way to support compliance with CARF’s fiscal standards and to identify basic funding needs for the Substance Abuse Counseling Center. However, financial constraints due to budget cuts will demand creativity in order to meet the organization’s targets and objectives. If an emergency or catastrophic event occurred, continuity of operations would not be impacted due to the federal government’s contingency plans. The Substance Abuse Counseling Center is funded through Appropriated Funds via the Uniform Funding Management process. The financial oversight of Appropriated Funds has strict federal and HQMC guidelines on expenditures. Marine Corps Community Services also maintains funding and operational accounting control and internal auditing requirements. The MCLB Albany Comptroller Office receives and distributes funding amounts per program. In addition, the Fraud, Waste, and Abuse Program, implemented by the Department of Defense and enacted in 2002, has been a useful tool in financial oversight.

ACCESSIBILITY STATUS
An Accessibility Status report on the building 7260 was conducted by an external inspector on December 17th, 2014 and revealed areas within and around the building that did not meet ADA code due to the age of the building and were not addressed during the renovation of the building prior to program occupancy. Due to unforeseen changes within MCCS leadership, the noted accessibility recommendations were not completed. However, with our current leadership steadfastly in place, we are currently putting a plan together to implement the recommendations. In the meantime, should a client require assistance or is unable to access our building, we will make whatever accommodations necessary, within reason, i.e. having cups available if someone cannot access the water fountain, holding the door open for entry into the facility. As a last resort, we can meet the client at the Naval Branch Medical facility. SACC’s primary clients are active duty service members with no physical limitations and whose primary language is English so there have been no requests or requirements for special accommodations as of the writing of this Special Annual Management Summary. To counter attitudinal barriers and stigma that come with alcohol and drug misuse, it is important to the Substance Abuse Counseling Center that all clients are treated with dignity, respect and worth. It is also the goal of the Substance Abuse Counseling Center to meet the needs of the Commands of MCLB Albany by staying flexible with scheduling and respecting their mission. Above all and most importantly, the SACC is the Commanding Officer’s program and we are here to support and enhance the quality of life for Marine’s and their families. At this time, there are no employment barriers or transportation barriers.
RISK MANAGEMENT

Substance Abuse Counseling Center MCLB Albany is committed to long range planning to ensure service continuity and to a formal periodic risk management process as part of the strategic planning process. Areas assessed:

1. Identify any loss exposures,
2. Analyze and evaluate any loss exposures
3. Identify a strategy to rectify identified exposures,
4. Implementation of actions to reduce risks,
5. Monitoring of actions to reduce risks,
6. Report results of actions taken to reduce risks,
7. Implement any necessary changes as may be dictated by a changing service and/or business environment to ensure the inclusion of risk reduction in all quality /performance improvement activities.

The Program Manager or designee is responsible for conducting an annual risk management assessment and compiling the findings for inclusion in the organization’s strategic planning and daily operations. The formal Annual Risk Management Assessment for FY-15 is conducted in accordance with the Substance Abuse Counseling Center’s policy on risk management and CARF’s national accreditation standards.

The findings or assessment considerations conclude that there were no significant changes in the demographics or cultural characteristics of persons served. The additional screening tools that were incorporated into every screening continue to be useful in detecting levels of depression, anxiety, PTSD, and Suicidal/ Homicidal ideations so that the appropriate referrals are made. The main finding of concern is the lack of personnel needed to effectively complete the mission of the Substance Abuse Program. Currently, there is one individual to cover the entire program. Before implementation of CARF accreditation and the additional requirements added by Headquarters Marine Corps, one person could adequately cover the program without too much emphasis placed on Prevention. As Headquarters Marine Corps continues its efforts in enhancing and standardizing the SACC programs, the depth and breadth of responsibilities continue to increase placing excessive strain on the staff of one and limitations on what the program can offer. Client care will continue to be priority one; however, other aspects of the program may suffer. At this time, management is working to justify additional funding for personnel or waivers to program requirements.

Assessment of reasonable security for staff and patrons is adequate. The organization is located on a military base which controls access to individuals screened and granted access rights and privileges. The Substance Abuse Counseling Center also maintains a policy that prohibits firearms and weapons from being brought onto Marine and Family Programs grounds and into the building. All drugs licit and illicit are prohibited from being brought into the organization’s building.
Actions being implemented to ensure the viability of the SACC, are preparing for the survey for CARF reaccreditation, reviewing client services, administrative and clinical, for quality control and patient satisfaction. Currently, all client records are maintained in accordance with MCO 5300.17.

At this time, there are no expected changes in senior leadership. Within the last year, a new Family Advocacy Program Manager/Behavioral Health Branch Manager became a welcome addition to our team. This has helped to stabilize recent management turnovers.

HEALTH AND SAFETY REPORT
As a CARF-accredited organization, the Health and Safety program maintains all internal and external inspection reports for the organizations building. Between the multiple internal and external health and safety inspections, we are reasonably confident that we have a formal system that will continue to address health and safety issues on a regular basis. We have not experienced any incidents or injuries over the last year and reviews will be periodically conducted as a way to highlight the need for timely incident reporting.

For accreditation, CARF requires that there are written emergency procedures and unannounced drills. This will address procedures for:

1. Fires
2. Bomb threats
3. Natural Disasters
4. Utility failures
5. Medical Emergencies
6. Violent or other threatening situations.

The unannounced tests were performed followed by after-action reports on the response to the drills. Trainings were conducted that addressed individual roles and responsibilities, notification procedures, emergency response procedures, evacuation and accountability procedures, emergency shut downs, information about threats, hazards, and protective actions, and means for locating family members in an emergency.

In addition to the required test mandated by CARF, the Health and Safety program continues their commitment with providing consistent and rigorous training annually and as needed.

HUMAN RESOURCES
Over the last two years, there have been many changes to the duties of Substance Abuse Counseling Center staff. Headquarters Marine Corps decided that in order to provide a stronger continuity of care system, all substance abuse counselors would also need to possess a clinical background in addition to being credentialed as a substance abuse counselor. Further, counselors must become, if not currently, a Licensed Independent Practitioner. For Substance Abuse Counseling Center MCLB Albany, its one staff member is credentialed as a Licensed Independent Practitioner (LIP). This is a great accomplishment and positive situation for the organization due to its small size and lack of medical officers that would normally fill that role. In order to fulfill CARF’s requirement for Primary Verification, all licenses, certifications, and education are evaluated by the Credentialing and Privileging Committee for the Substance
Abuse Counseling program at Headquarters Marine Corps which verifies information for all USMC substance abuse programs.

As required by CARF, all mandatory trainings have been fulfilled through MCCS training, ESAMS training online, training conducted by professional organizations and professional conferences. This is maintained and accounted for on a training spreadsheet and management will continue to incorporate desired trainings of staff when possible as identified through Staff Training Needs Assessments.

In order to retain staff and reduce turnover, the staff is compensated well as compared to local substance abuse providers in the area. MCCS provides company-paid time off and pays for counselors to attend trainings that are needed to maintain licenses and certifications.

TECHNOLOGY
The Technology and Information Systems Plan was developed in response to a national accreditation standard that requires accredited organizations to formally document their plans regarding technology and information systems. There have been no changes over the last year.

RESULTS OF OUTCOME MANAGEMENT SYSTEM
The organization has developed and implemented a simple outcomes management system that measures (a) effectiveness of Assessment and Referral (b) efficiency of services, (c) service access and (d) client satisfaction. Questionnaires to collect outcomes data are distributed to each client after the assessment and referral has been completed. We recognize that CARF requires four collection points; however, this organization does not provide treatment and the clinician will spend, at the most, 3-4 hours with the client. It is not reasonable or productive to ask the client to fill out 3 additional surveys. For clarification, effectiveness is a measure of the client’s understanding of the assessment and referral process, the client’s understanding of the impact of substance abuse on their personal and professional life and identification of behaviors that might need to change. Efficiency is used to measure service utilization. Service access is a measurement of the time taken to access services and length of service provided. The organization measures client caseloads as its primary measure of business efficiency. Satisfaction and other feedback looks at the client and stakeholders’ perception of services received. Satisfaction is a subjective measurement of “self-report” by patients and reflects a number score relative to satisfaction with services received. The effectiveness, service access and satisfaction “benchmarks” we measure are listed on our outcomes management questionnaire. We measure efficiency separately by monitoring counselor caseloads and financial performance.

During fiscal year 2015, there were 9 clients referred by command or self, to SACC MCLB Albany for assessment. Eight clients completed a questionnaire. One refused services and to fill out the questionnaire. The analysis of outcome management questionnaires completed between October 1, 2014 and September 30, 2015 illustrates the following performance:
• Understood assessment process in a way it was understood: 100% stated “Yes”
• Increase in awareness about the impact of substance use/abuse: 100% stated “Yes”
• Identify behaviors that needed to be changed: 100% stated “Yes”
• Service Utilization and length of service: 100% stated “Yes”
• Length of time to access services: Average of 1 to 2 days
• Length of screening/assessment: Approximately 2 hours
• Satisfaction with staff: 100% stated “Yes”
• Additional information wanted from Staff: 100% stated “No”
• Would you recommend a friend: 100% stated “Yes”

QUALITY INDICATORS FOR SCREENING/ASSESSMENT AND REFERRAL

Efficiency Indicator: The SACC measures counselor to client caseload. There were 9 clients requiring assessments. Due to the small population, one counselor is sufficient for assessment services. Please see notes in Action Plan and Areas Needing Improvement.

Effectiveness Indicator: The SACC looks at client’s awareness of the assessment process and of the impact of substance abuse on the personal and professional life. The benchmark for MCLB Albany is 90% positive. The goal for 2015 was exceeded with positive results of 100%.

Access Indicator: The SACC looks at the average wait time for a person to be assessed for services. The benchmark established for SACC MCLB Albany is that a person will be scheduled and seen within 5 business days from the date of referral. This benchmark is in alignment with SACCs throughout the Marine Corps. This goal was achieved with an average wait time between 1 and 2 days.

Satisfaction Indicator: The SACC looks at client satisfaction by how they feel about the services received and if they would recommend services to others. The benchmark for SACC MCLB Albany is to obtain a 90% approval rating. Surveys are offered to 100% of clients presenting for services. The goal was met with positive satisfaction results of 100%.

We recognize that the accuracy of patient “self-report” is an extenuating factor in the analysis of outcome data. Further, we recognize that clients may give answers that do not reflect their true feelings due to not wanting to hurt the counselor’s feelings. In order to remove reduce this influence; we have begun asking clients to complete the survey in the lobby and return it to the Administrative Assistant. Finally, the way in which clients complete the questionnaires can impact data analysis.

SACC MCLB Albany is unique in that we are a stand-alone center unlike other USMC SACCs who offer assessment and treatment. There are no other facilities in the area that operate in the same manner as ours so benchmarks are set by incorporating the expectations of our leadership and stakeholders and the standards of the Marine Corps Order 5300.17.
SUMMARY OF STAKEHOLDER INPUT

Substance Abuse Counseling Center MCLB Albany has established and implemented a system for soliciting stakeholder input that conforms to CARF’s standards. Specifically, we have developed a “Stakeholder Feedback Questionnaire” for this purpose. This performance analysis provides the first opportunity to formally evaluate that input and consider the aggregated data. Stakeholder surveys were electronically distributed to almost 300 Marines. The amount of surveys returned was approximately 80 or about 27%.

Primary statements include:

- Services should be more visible
- Service unknown
- Get Marines more involved
- More classes on prevention and self-awareness
- Drug Identification courses
- Fun run
- Introduce program to Marines checking in
- Posters and pictures of consequences of alcohol and drug abuse
- Reach out to Single Marines
- Reach out to the children of Marine
- Look at hours of availability for confidentiality
- Positive events that do not promote alcohol
- Anonymous Arrive Alive program. Stigma on program because leadership checks book for names.

On an informal basis, the Program Manager frequently interacts with clients and their leadership for the express purpose of soliciting client and stakeholder feedback and to foster a positive rapport. Our clients consistently report that they appreciate the quality of services provided by staff and feel like the staff truly cares for them. We will, however, continue to emphasize client satisfaction through world-class customer service.

PREVENTION

The Substance Abuse Counseling Center believes, as stated by CARF, that “effective programs are proactive and evidenced based/informed and strive to reduce individual, family and environmental risk factors, increase resiliency, enhance protective factors, and achieve individual and comprehensive community wellness through a team or collaborative approach.” The Substance Abuse Counseling Center recognizes the critical component that Prevention plays in the success of the Assessment and Referral program. As directed by Headquarters Marine Corps, the Substance Abuse Counseling Center MCLB Albany offers an evidenced based Universal program, Prime For Life 4.5. The 4.5 hour program for Marines in a certain age range, 18-25, is considered Universal prevention. Typically, a universal population is a full population,
like all 10th graders, all athletes, all incoming freshman in college etc. In the USMC implementation, it's a certain age range. For FY 2015, no classes were scheduled by command.

SACC MCLB Albany believes that as a member of the community, both on base and outside the gates, it is our responsibility to contribute when and where possible. Upon request, we were able to participate in one program at a local middle school. We provided information to the children about what a substance abuse counselor does and distributed information on drugs and alcohol. For the community on base, the SACC offered free and confidential alcohol screenings. In addition, in recognition of Red Ribbon week, the SACC and personnel from the Navy Branch Health Clinic conducted drug take back opportunities for prescription and over the counter medications at various locations around the base. This was an opportunity to get out and talk with the community and distribute information. This has resulted in two families contacting SACC for information on treatment and several individuals stating appreciation for the Drug Take Back and hopes that it continues into the future.

After analyzing the Stakeholder Survey and conducting informal one-on-ones with Marines from this and prior years, an overwhelming number of participants continue to comment about the lack of Substance Abuse visibility and would like more participation from the organization throughout the base. The Substance Abuse Counseling Center responded by participating in several Health Fairs, hosted an Alcohol Screening Day, met with families at a Lincoln Housing dinner for their residents, attended a command sponsored Family Fun Day, and coordinated a tour of a Men's State Prison. Additional outreach via media included submitting articles through mass emails, MCCS's monthly newsletter and LOGCOM's newsletter. Substance Abuse Counseling Center brochures and posters have also been posted in common areas of the barracks and office buildings. As time permits, information is rotated monthly and effectiveness is measured by Marines stating whether they have seen the information. SACC MCLB Albany also participated in the 2014 Operational Pause. We conducted 4 classes that provided lessons on low risk drinking guideline, alcohol poisoning and dangerous drugs. We had participants fill out Pre- and Post-tests; 100% of Post-tests demonstrated an increase in knowledge. In addition, the Marines voiced approval with their training taking place in smaller classroom settings and moving around to the various locations vice sitting in one place all day. One goal within the Prevention Plan was to establish a coalition comprised of representatives from multiple programs within the base commands and community. The hope was that a partnership would develop to work together and reach a larger audience both on- and off-base. Two meetings were held but the group disbanded due to various reasons. Goals need to be re-evaluated. The SACC will continue to contact various programs in an effort to combine services and be a part of the community.

Quality Indicators for Prevention:

Effectiveness indicators: The SACC measures effectiveness by the number of self-referrals for Assessments and by the number of Prime For Life (PFL) 4.5 classes requested by command. The results for FY 2015:
1. For the past three years, the average number of self-referrals has been three, SACC MCLB Albany SACC has set as its yearly benchmark, three self-referrals. For FY 2015, the total number of self-referrals was 4.

2. Recognizing the need for training to specifically address the high risk drinking and drug abuse of the 18-25 year old Marines throughout the Marine Corps, Headquarters Marine Corps Substance Abuse Program (SAP) initiated Prime For Life 4.5 created by Prevention Research Institute (PRI). Prime For Life® is an evidence-based motivational prevention, intervention and pretreatment program specifically designed for people who may be making high-risk choices. The program announced via a Letter of Instruction on 17 MAR 2014, is as a tool for the commander and offered by the SACC. The benchmark for SACC MCLB Albany is to present, at minimum, 2 Prime For Life 4.5 classes yearly. During FY 2015, zero Prime For Life 4.5 classes were requested by command.

**Efficiency indicator:** The SACC measures efficiency by the number of days elapsed between the requests for a Prime For Life 4.5 class to providing the class. The benchmark is delivery within 30 days. No classes were scheduled.

**Access Indicator:** The SACC measures access ensuring that 90% (Benchmark) of class participants feel that the information is presented in an understandable format and service location, dates and times are accessible. This information is obtained by the Program Manager through official surveys and unofficial forums. No classes were scheduled.

**Satisfaction Indicator:** The SACC measures satisfaction by knowledge gained about benefits and resources. Information for program satisfaction is obtained by Program Manager through official surveys, yearly needs assessment and unofficial forums. The benchmark for Satisfaction is an approval rating from 80% of Marines who participate in surveys and needs assessments. There were no results for Prime For Life 4.5. From the 2015 Needs Assessment, the results did not provide usable measurement needed due to poor wording.

**ACTION PLAN AND AREAS NEEDING PERFORMANCE IMPROVEMENT**

1. We recognize that we need to continue to focus on the collection of outcomes data. Not only do we need to focus on collection of outcomes but do a better job of asking questions that accurately reflect the information that needed for program assessment.

2. Headquarters Marine Corps is dedicated to "raising the bar" of excellence in services offered to the Marines and the commands. However, that continues to provide new challenges for our program with one person responsible for delivery of the entire SACC. One area which has been significantly impacted by staff size is the Prevention Program. Yearly Needs Assessments consistently reflect a desire for the SACC Prevention Program to provide trainings on various topics to Marines and their families. Other Marine Corps SACCs have dedicated Prevention professionals who are able to provide this service along with frequently interacting with the Marines. These Prevention professionals provide a strong positive presence and are a valuable tool for the SACC. In addition to establishing a positive rapport with the Marines, it is important to have the capacity to
incorporate what is being requested. Many times our Marines and their families are
asked for their wants and needs but then nothing happens which is not only poor
customer service and bad for business but makes them feel that they are wasting their
time and their requests are unappreciated. Receiving approval to hire a person for the
prevention program in substance abuse has been a challenge due to the small Marine
population; however, MCCS leadership understands what is at stake and will continue to
advocate for this much needed position or a waiver to program requirement.

3. A second area in Prevention requiring improvement is being able to successfully meet
our objectives in our Prevention Plans. Finding information for distribution has not been
consistent and participation within the community outside the gate is minimal.

4. MCLB Albany is a “unique” base due to its rather small population of Marines compared
to other bases. With a small cohort of Marines come multiple responsibilities. Many
Marines work for civilians who are reluctant in releasing them to fulfill mandatory job
requirements let alone non-required trainings such as Prime For Life 4.5; while
evidenced based and effective, it is an all-day training which is not an attractive option
for commands with Marines often spread too thin. This is the only evidenced based
training that we have to offer at this time. SACC MCLB Albany will continue to look at
how we have been marketing the program to commands and make sure we use
different avenues to illustrate the benefits of the program and alternative methods of
delivery to the Marines, i.e. as part of checking in to their command.

USE OF THIS MANAGEMENT SUMMARY (PERFORMANCE ANALYSIS)
We view the completion of this performance analysis as an opportunity to formally review our
mission statement and core values and, to improve the quality of services and our program. In
the truest sense, this analysis represents a “10,000 foot view” of our organization and provides
leadership and staff with the opportunity to “take a step back “and objectively evaluate what
we do and how we do it. It also provides a practical reminder to review and/or update our
strategic plan each year. Finally, the preparation of this performance analysis provides the
impetus for leadership to evaluate its decision-making process and determine if changes need
to be made in the organization’s policies and/or procedures.

We have specifically attempted to prepare this summary as a “plain language” document that
communicates performance information in a timely, accurate and honest manner and in a
format that is clear, concise and understandable. We value transparency.

Kim Cleveland
Program Manager

Dec 15, 2015
Date