



# BEHAVIORAL HEALTH SUBCOMMITTEE

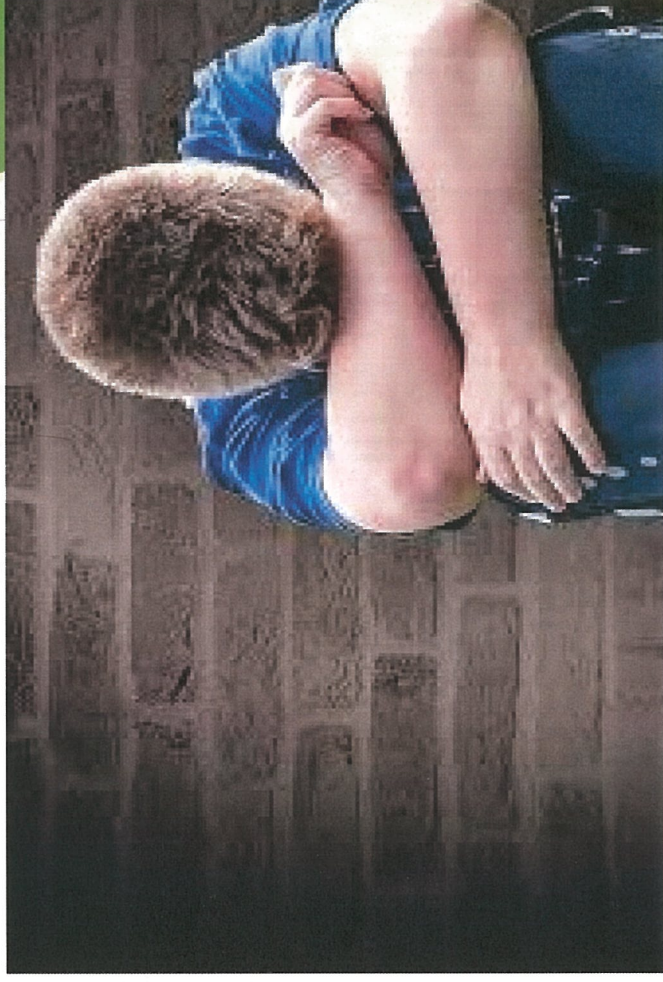
LEGISLATIVE HEALTH AND  
HUMAN SERVICES COMMITTEE

Presentation from the  
Department of Behavioral  
Health Services

# History of the Behavioral Health Tax

## ■ 2010-2014 Gaps in Services

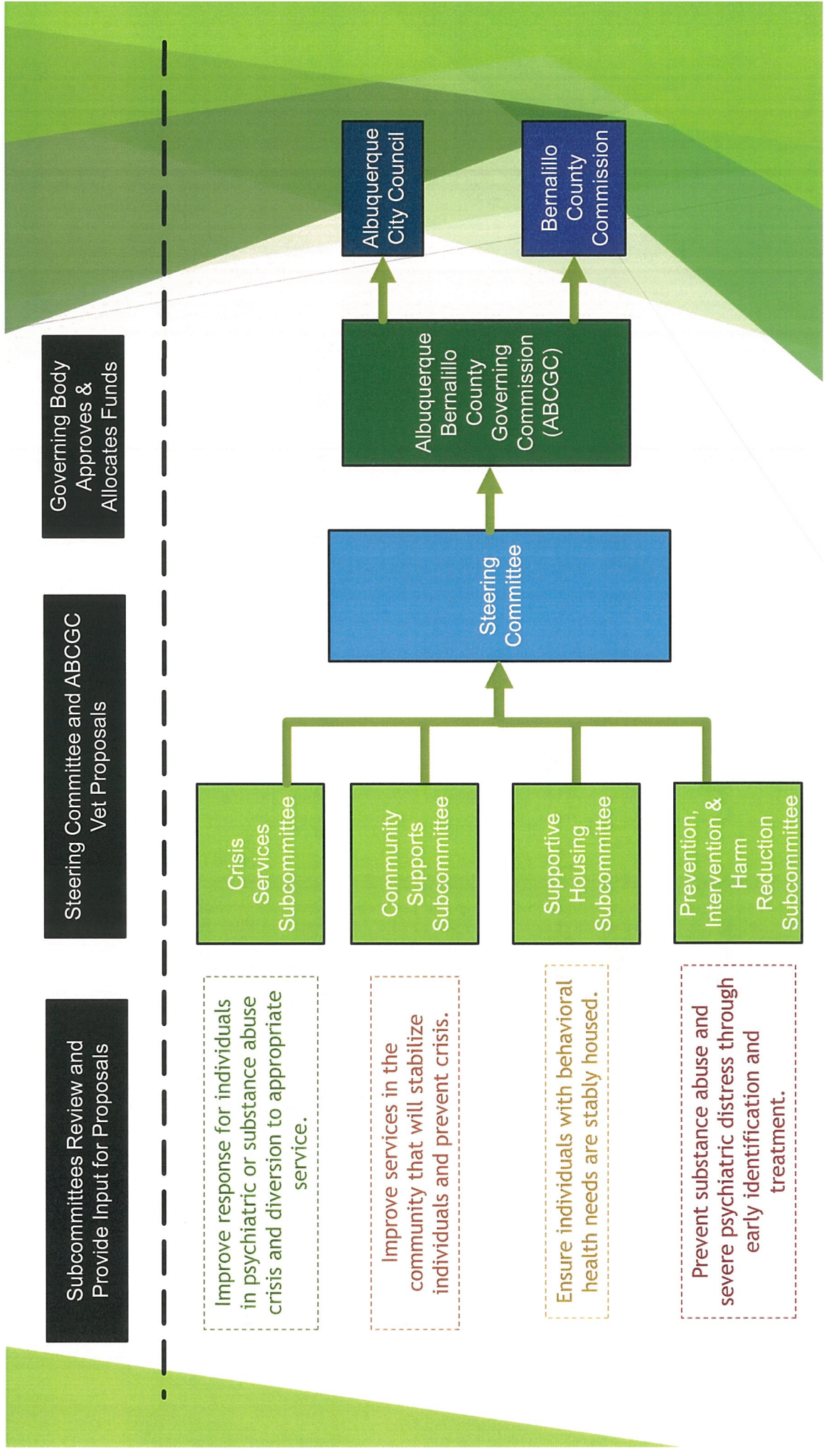
- ▶ Lack of crisis services
- ▶ % of individuals with mental illness and SUD in criminal justice system/MDC
- ▶ Increase in opioid use/overdose death
- ▶ First responders and families - “nowhere to go”



# History of the Behavioral Health Tax

## ▪ 2014 Ballot initiative to impose a 1/8 of 1 percent gross-receipts tax

- ▶ for services “not otherwise funded”
- ▶ 69% of voters said yes
- ▶ Tax implemented in July 2015
- ▶ Community Partners Inc. (CPI) developed a roadmap for including community input and creating a governance structure.
- ▶ Leverage Medicaid & other funding sources
- ▶ Measure outcomes and effectiveness



**Subcommittees Review and Provide Input for Proposals**

Improve response for individuals in psychiatric or substance abuse crisis and diversion to appropriate service.

Improve services in the community that will stabilize individuals and prevent crisis.

Ensure individuals with behavioral health needs are stably housed.

Prevent substance abuse and severe psychiatric distress through early identification and treatment.

**Steering Committee and ABCGC Vet Proposals**

**Crisis Services Subcommittee**

**Community Supports Subcommittee**

**Supportive Housing Subcommittee**

**Prevention, Intervention & Harm Reduction Subcommittee**

**Steering Committee**

**Albuquerque Bernalillo County Governing Commission (ABCGC)**

**Albuquerque City Council**

**Bernalillo County Commission**

**Governing Body Approves & Allocates Funds**

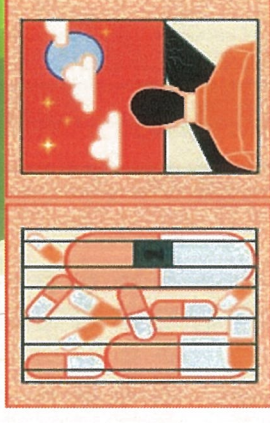
# PROJECTS VETTED TO DATE

<u>PROGRAM</u>	<u>BCC APPROVED DATE</u>	<u>NON RECURRING</u>	<u>RECURRING</u>
Administrative Payroll	October 11th, 2017	\$0.00	\$1,597,488.24
Behavioral Health Advisor	September 27th, 2016	\$0.00	\$140,000.00
Evaluation and Data Analysis	September 27th, 2016	\$0.00	\$357,000.00
Mobile Crisis Teams	December 13th, 2016	\$0.00	\$1,000,000.00
Re-Entry Resource Center	January 10th, 2017	\$700,000.00	\$1,041,188.00
Crisis and Stabilization	November 13th, 2018	\$30,000,000.00	\$3,000,000.00
Adverse Childhood Experiences	September 27th, 2016	\$0.00	\$3,000,000.00
Community Engagement Teams	September 27th, 2016	\$0.00	\$1,000,000.00
Training and Education	January 9th, 2018	\$3,000,000.00	\$0.00
Bridging Behavioral Health	June 11th, 2018	\$100,000.00	\$100,000.00
Suicide Prevention	November 13th, 2018	\$0.00	\$1,000,000.00
Law Enforcement Assisted Diversion	November 13th, 2018	\$0.00	\$250,000.00
Peer Supports Drop In Centers	May 14th, 2018	\$0.00	\$300,000.00
Peer Case Management	January 9th, 2018	\$0.00	\$620,000.00
Living Room Model	May 14th, 2018	\$640,000.00	\$0.00
Community Connections	April 16th, 2016	\$30,827.00	\$2,700,000.00
Youth Transitional Living	September 27th, 2016	\$0.00	\$800,000.00
Single Site Housing	March 27th, 2018	\$2,000,000.00	\$1,000,000.00
Transitional Housing Vouchers	September 11th, 2018	\$1,000,000.00	\$0.00
Single Site (Multi Family) Housing	February 27th, 2019	\$8,000,000.00	\$1,000,000.00
Westside Emergency Shelter	May 14th, 2018	\$400,000.00	\$0.00
Capital for Behavioral Health Services	August 20th, 2019	\$3,000,000.00	\$0.00
Safe Housing for Sex Trafficked Youth	August 20th, 2019	\$1,000,000.00	\$0.00
	TOTAL	\$49,870,827.00	\$18,905,676.24

## Criminal Justice Initiatives

- ▶ Coordinating MCO's to provide case management to releasing inmates
- ▶ Medicaid Enrollment in MDC
- ▶ Medications on Release (Expanding pharmacy hours and length of prescriptions)
- ▶ Law Enforcement Assisted Diversion
- ▶ Criminal Justice Coordinating Council - Data Driven Justice Initiative
- ▶ ADOBE-UNM Health Sciences Center
- ▶ Reentry Resources

Medicaid



# Criminal Justice Initiatives

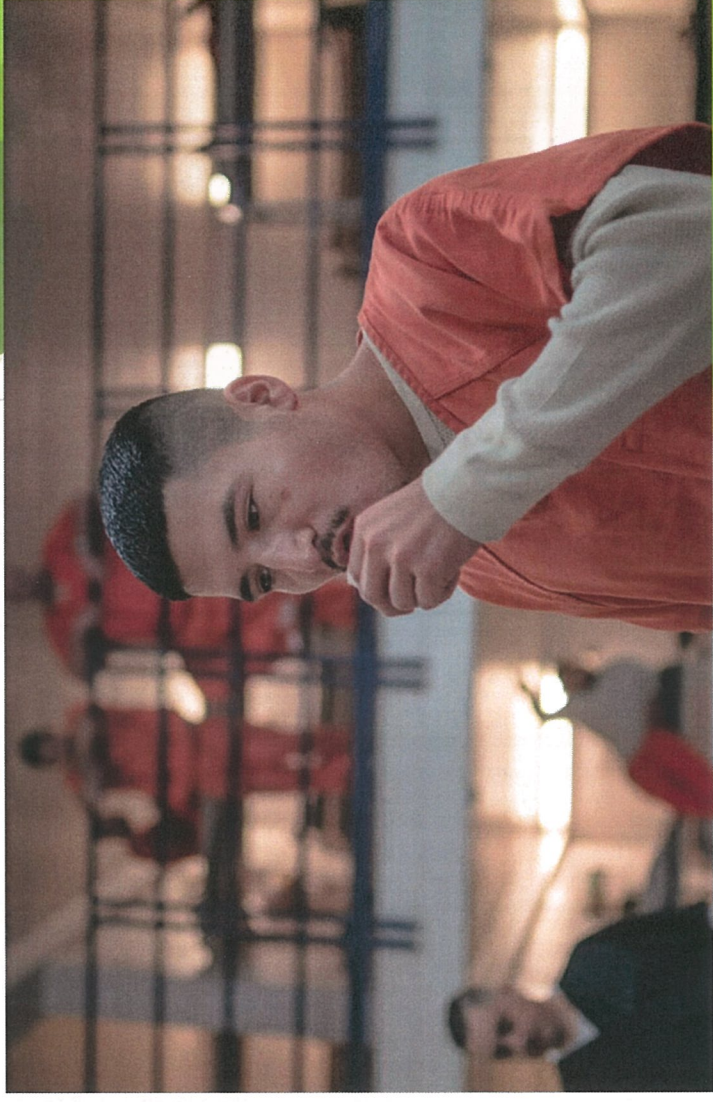
## Diversion and Reentry Services

- ▶ Divert individuals with mental illness and SUD out of CJ system
- ▶ Services in jail and at reentry to reduce recidivism/new criminal activity



## Medication Assisted Treatment at MDC

- ▶ Methadone Maintenance: Recovery Services of New Mexico (RSONM) has been providing methadone since 2005 for inmates who are already enrolled in a community program
- ▶ Methadone Induction: RSONM has been providing methadone induction since 2017 for inmates not already enrolled in a community program
- ▶ RSONM is taking steps toward Suboxone Induction





# Substance Abuse Treatment Services through the Department of Behavioral Health Services

- ▶ PPIP: 23 hour sobering observation center
- ▶ Detox: short term social model detoxification services
- ▶ SAC: low-intensity residential service for up to 6 month stay
  - ▶ Mariposa: Provides housing, medical services, case management, and drug rehabilitation services to Pregnant/Post-Partum Women and their infants
- ▶ ATP: four week inpatient jail-based treatment program treating DWI offenders and offenders with substance use disorders



# Public Inebriate Intervention Program (PIIP)

June 2018 - May 2019

## Top Addictive Issues

	Percentage
Alcohol	1263 (76%)
Amphetamines/ Methamphetamines	307 (19%)
Opiates	316 (19%)
Marijuana	25 (2%)

## Gender Makeup

	Percentage
Females	402 (24%)
Males	1238 (75%)
Transgender	15 (1%)

## Residency

	Percentage
Bernalillo County residents	1412 (85%)
Non-Bernalillo County residents	178 (11%)
Unknown	65 (4%)

## Other PIIP Facts:

There were 7843 intakes and 1654 unique clients

Average length of stay was 1.65 days

769 (46%) were homeless

799 (50%) reported no income

98 (6%) were veterans

# Detox Program

June 2018 - May 2019

## Top Addictive Issues

	Percentage
Alcohol	931 (57%)
Opiates	485 (29%)
Amphetamines/ Methamphetamines	393 (24%)
Tobacco	226 (14%)

## Gender Makeup

	Percentage
Females	481 (29%)
Males	1159 (70%)
Transgender	5 (<1%)

## Residency

	Percentage
Bernalillo County residents	1327 (81%)
Non-Bernalillo County residents	284 (17%)
Unknown	34 (2%)

## Other Detox Facts:

There were 2722 intakes and 1645 unique clients

Average length of stay was 3.75 days

527 (32%) were homeless

774 (48%) reported no income

93 (6%) were veterans

# Supportive After Care (SAC)

June 2018 - May 2019

Top Addictive Issues	
	Percentage
Alcohol	51 (68%)
Amphetamines/ Methamphetamines	26 (35%)
Opiates	19 (25%)
Marijuana	9 (12%)

Residency	
	Percentage
Bernalillo County residents	66 (88%)
Non-Bernalillo County residents	8 (11%)
Unknown	1 (1%)

Gender Makeup	
	Percentage
Females	18 (24%)
Males	56 (75%)
Transgender	1 (1%)

## Other SAC Program Facts:

There were 78 intakes and 75 unique clients

Average length of stay was 84.8 days

39 (52%) were homeless

45 (61%) reported no income

4 (5%) were veterans

**Slide 12**

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**CEV1** May be this is not possible but sometimes I like to put N's with percentages, can we have that on any of these tables?

Charlie E. Verploegh, 6/20/2019

**MLH2** Done for all slides

Michael L. Hess, 6/20/2019

## In a review of 68 SAC clients

- ▶ Those who completed SAC
  - ▶ had **less total visits** to PIIIP and Detox after their completion of SAC (**42**) as compared to prior to SAC participation (**245**).
  - ▶ Had **less average visits** to PIIIP and Detox per individual after SAC participation.
- ▶ For all clients in SAC, regardless of completion
  - ▶ Average visits to PIIIP and Detox **decreased** from **25.7** per person prior to SAC participation to **7.9** per person after participation
  - ▶ Average bookings/year at MDC **decreased** from an average of **1.02** per person prior to participation in SAC to an average of **0.28** per person after participation

# Supportive After Care - Mariposa

June 2018 - May 2019

Top Addictive Issues	
	Percentage
Opiates	10 (77%)
Amphetamines/ Methamphetamines	6 (46%)
Alcohol	2 (15%)
Cocaine/Crack	1 (8%)
Marijuana	1 (8%)

Gender Makeup	
	Percentage
Females	13 (100%)

Residency	
	Percentage
Bernalillo County residents	10 (77%)
Non-Bernalillo County residents	3 (23%)

## Other SAC-Mariposa Facts:

There were 13 intakes and 13 unique clients

Average length of stay was 77.6 days

4 (31%) were homeless

11 (85%) reported no income

# Addiction Treatment Program (ATP)

June 2018 - May 2019

## Top Addictive Issues

	Percentage
Amphetamines/ Methamphetamines	451 (57%)
Opiates	348 (44%)
Alcohol	266 (34%)
Marijuana	169 (21%)

## Gender Makeup

	Percentage
Females	205 (26%)
Males	579 (74%)
Transgender	2 (<1%)

## Residency

	Percentage
Bernalillo County residents	651 (83%)
Non-Bernalillo County residents	107 (14%)
Unknown	28 (4%)

## Other ATP Facts:

There were 813 intakes and 786 unique clients

Average length of stay was 29.63 days  
188 (24%) were homeless  
7 (<1%) were veterans



# DBHS's Frequent Utilizer List

## Active List

First Name	Last Name	Client ID	DOB	MCO	SSN	Detox	PIIP	Bookings	ED	Visits	PAC18 (PSU)	S	MI/	Score 3 mo	MDC 6 mo	MDC In custody	3 mo	Dtx 3 mo	PIP 3 mo	touch	Risk	Grp
				Uninsured		1	61	6	217	Yes	394	Yes		394	Yes	Yes	No	No	Yes	Yes	7	
				Presbyterian		1	10	4	166	Yes	288	Yes		288	Yes	Yes	No	No	Yes	Yes	7	
				Presbyterian		2	124	7	96	Yes	247	Yes		247	Yes	Yes	No	No	Yes	Yes	7	
				Western Sky		0	22	7	126	Yes	239	Yes		239	Yes	Yes	No	No	Yes	Yes	7	
				Presbyterian		2	6	6	122	Yes	225	Yes		225	Yes	Yes	No	No	Yes	Yes	5	
				BCBS		0	16	2	120	Yes	217	No		217	No	Yes	No	Yes	Yes	Yes	3	
				BCBS		3	9	4	110	Yes	205.5	No		205.5	No	Yes	No	Yes	Yes	Yes	3	
						5	19	6	92	Yes	189.5	Yes		189.5	Yes	Yes	Yes	Yes	Yes	Yes	7	
				Western Sky		1	142	4	54	Yes	186	No		186	No	No	No	Yes	Yes	Yes	7	
				Medicaid Code Exempt		1	229	2	26	Yes	183.5	No		183.5	No	No	No	Yes	Yes	Yes	7	
				Presbyterian		0	131	6	44	Yes	168.5	Yes		168.5	Yes	Yes	No	No	Yes	Yes	7	
				Presbyterian		4	2	4	81	Yes	159.5	No		159.5	No	Yes	No	Yes	Yes	Yes	8	
				Western Sky		9	9	4	66	Yes	145.5	Yes		145.5	Yes	Yes	No	Yes	Yes	Yes	4	
				Presbyterian		1	4	3	71	Yes	140.5	No		140.5	No	No	No	Yes	Yes	Yes	4	
				Presbyterian		0	93	5	35	Yes	134	Yes		134	Yes	No	No	Yes	Yes	Yes	4	
				Presbyterian		2	3	5	62	Yes	131.5	No		131.5	No	Yes	Yes	Yes	Yes	Yes	3	
				Uninsured		0	197	3	Yes	129.5	Yes			129.5	Yes	Yes	No	No	Yes	Yes	3	
				Presbyterian		15	26	11	34	Yes	126	No		126	No	Yes	Yes	Yes	Yes	Yes	8	
				Uninsured		4	9	4	70	No	121.5	Yes		121.5	Yes	Yes	No	No	Yes	Yes	7	
				Presbyterian		5	12	7	44	Yes	116	Yes		116	Yes	Yes	Yes	Yes	Yes	Yes	5	
				Medicaid Code Exempt		3	5	3	46	Yes	105.5	No		105.5	No	Yes	Yes	Yes	Yes	Yes	8	
				Presbyterian		0	146	3	Yes	104	Yes			104	Yes	Yes	No	Yes	Yes	Yes	3	
				Uninsured		1	7	6	36	Yes	95.5	Yes		95.5	Yes	Yes	No	Yes	Yes	Yes	7	

## Legislative Requests 2020 Legislative Session

- ❑ Capital for psychiatric replacement hospital
- ❑ Reinstate a robust case management system for Medicaid reimbursement
- ❑ Simplify the licensure and reciprocity process in the Regulation and Licensing Department to recruit and retain the counseling and social work workforce
- ❑ Increase Medicaid rates for MAT providers to incentivize services
- ❑ Increase funding and expand school based health centers
- ❑ Create more services for youth aging out of foster care
- ❑ Create job opportunities and incentives for formally incarcerated individuals
- ❑ Allow booking sheets as sufficient ID for obtaining a state issued ID
- ❑ Address food insecurities in low income schools
- ❑ Medicaid reimbursement for inpatient and residential treatment for substance use disorders
- ❑ Expanding Medicaid eligible services



# Behavioral Health

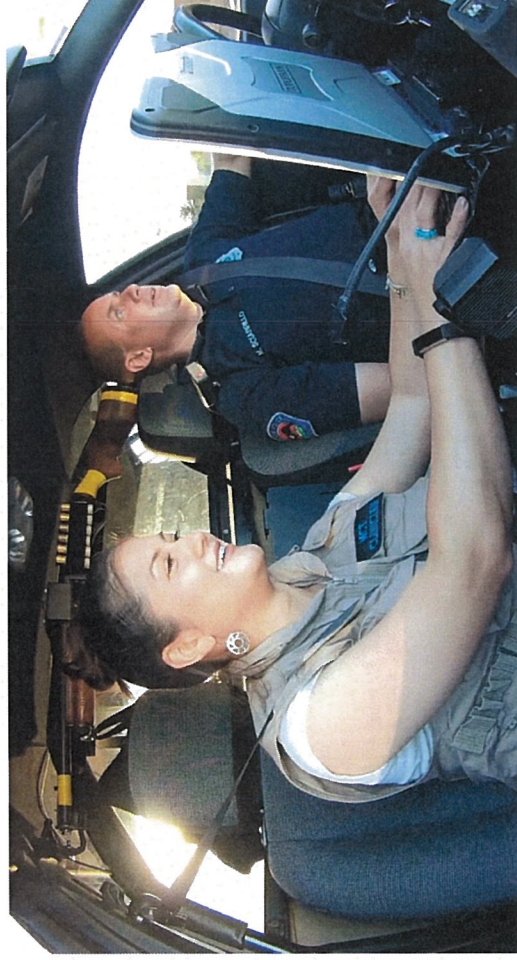
INITIATIVE

# Adverse Childhood Experiences (ACES)

	FY18 (7/1/17 - 6/30/18)	FY19 (7/1/18 - 4/30/19)*	Total (from 7/1/17)
Total clients served (duplicated)		14,377	
Primary clients served (unduplicated)	6,318	4,462	10,780
Secondary clients served (unduplicated)	80	138	218
Therapeutic groups	94	282	376
Screenings and assessments	13,996	14,767	28,763
Service hours	10,731	14,993	25,724
ACES assessments administered	1,016	1,348	2,364
Percentage with high ACE (4+)	56%	59%	58%
Referrals to agency	3,389	2,822	6,211
Collaborative meetings attended	365	3,231	3,596

\* May and June 2019 numbers not yet reported

## Mobile Crisis Teams (MCT's)

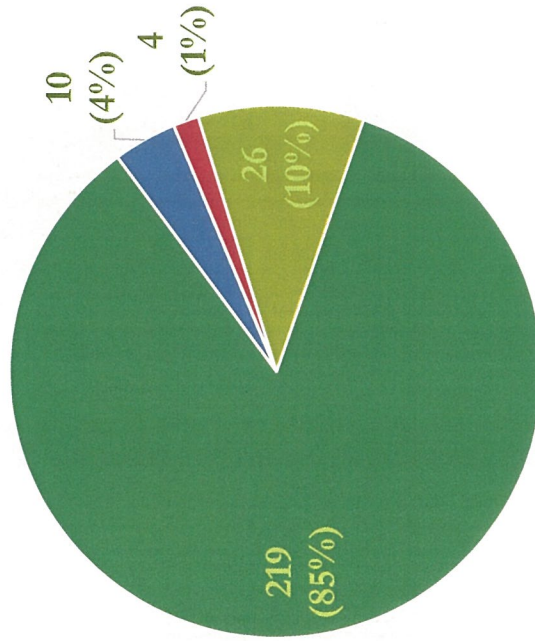


▶ MCTs respond to individuals experiencing a nonviolent behavioral health crisis that necessitates a 911-response.

▶ There are four teams, with each consisting of a crisis intervention unit deputy paired with a masters' level, behavioral health clinician.

## BCSO MCT Call Outcomes

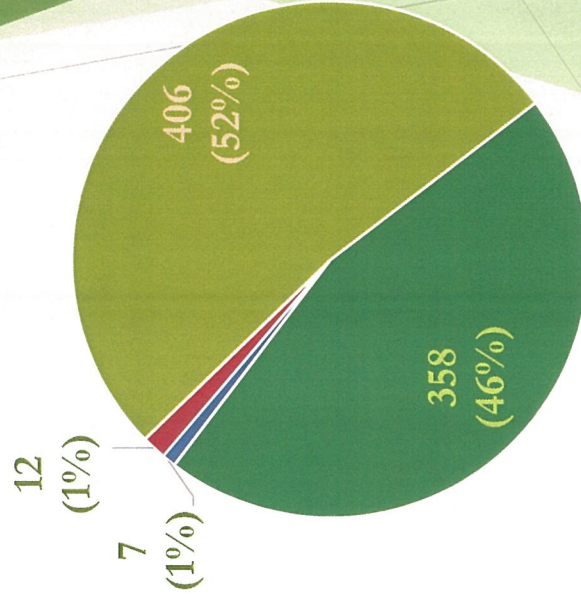
(October 2018 - April 2019)



- Transported
- Left in community
- Arrests
- Other outcome

## APD MCT Call Outcomes

(October 2018 - April 2019)



- Transported
- Left in community
- Arrests
- Other outcome

# Community Engagement Teams (CET)

	FY18 (April – June 2018)	FY19 (through April 2019)	Total
Primary clients served	41	403	444
Contacts made	66	519	585
Completed referrals	31	284	315
Referrals in	189	499	688
Referrals out	109	675	784
Clients in case management (duplicated)	72	585	657

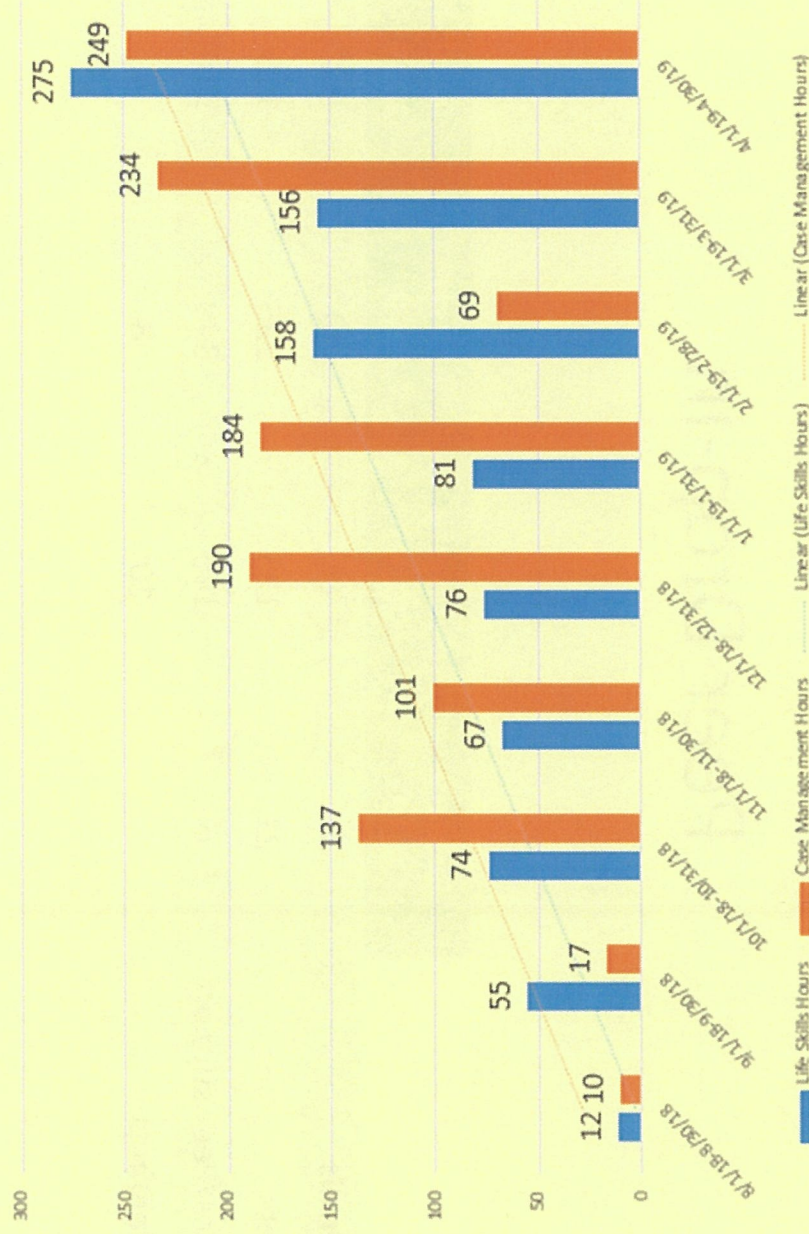
## Youth Transitional Living Services (YTLS)

	FY19	Total (from 6/1/18)
Total clients served (duplicated)	486	494
Primary clients served (unduplicated)	135	143
Clients from Youth Services Center	23	23
Life skills hours (from 8/1/18)	954	954
Case management hours (from 8/1/18)	1191	1191
Therapy hours including intensive outpatient (from 9/1/18)	1178	1178
Successfully discharged to housing	35	35
Clients engaged in education or vocational training	216	216
Clients preparing for employment or employed	163	163
Number of referrals to agency	276	282
Number of collaborative meetings	366	367



# YTLS – Increasing Skill and Management Hours

## YTLS Life Skills and Case Management



# Peer Drop-In

	January 2019	February 2019	March 2019	April 2019	Total FY19
Number of Referrals	2	16	30	32	80
Number of Clients	21	125	225	118	489
Hours of activities/Peer support	6	146	348	310	810
Collaborative Meetings		10	8	4	22

# Training and Education

	February 2019	March 2019	April 2019	Total FY19
Total clients served (duplicated)	40	79	30	149
Primary clients (new)	40	79	30	149
Number of trainings	1	2	1	4
Satisfaction with trainer	100%	100%	100%	100%
Satisfaction with information presented	100%	100%	100%	100%
Satisfaction with materials	100%	100%	100%	100%
Number of collaborative meetings	1	1	0	2

# Community Connections Supportive Housing

Re-entry and Frequent Utilizer Supportive Housing provides intensive case management linked with scattered site housing to a target population of homeless or precariously housed persons with mental illness or co-occurring disorders or other disabilities and whose lack of community-based services have resulted in criminal justice system involvement. The program provides high quality intensive wrap-around services and housing subsidies to support individuals.

- Bernalillo County Funding: \$1.3 million annually recurring
- ▶ In July 2019, 99 clients were served and 524 hours of case management services provided.



# Transitional Housing Vouchers

- ▶ This funding will support additional housing vouchers to provide housing assistance short-term (up to two months) in sober living or other short-term housing.
- ▶ The target populations are individuals who are adults in Bernalillo County:
  - ▶ 1) who have completed a-treatment program of 28 days or longer in MDC or in the community and who wish to stay alcohol and drug free in sober living housing; or
  - ▶ 2) who have a substance use disorder and/or a serious mental illness who are receiving services and supports (whether BHI funded or not) and for whom short term housing is a part of their treatment plan.
- ▶ Bernalillo County Funding: Not to exceed \$1,000,000 (one-time)



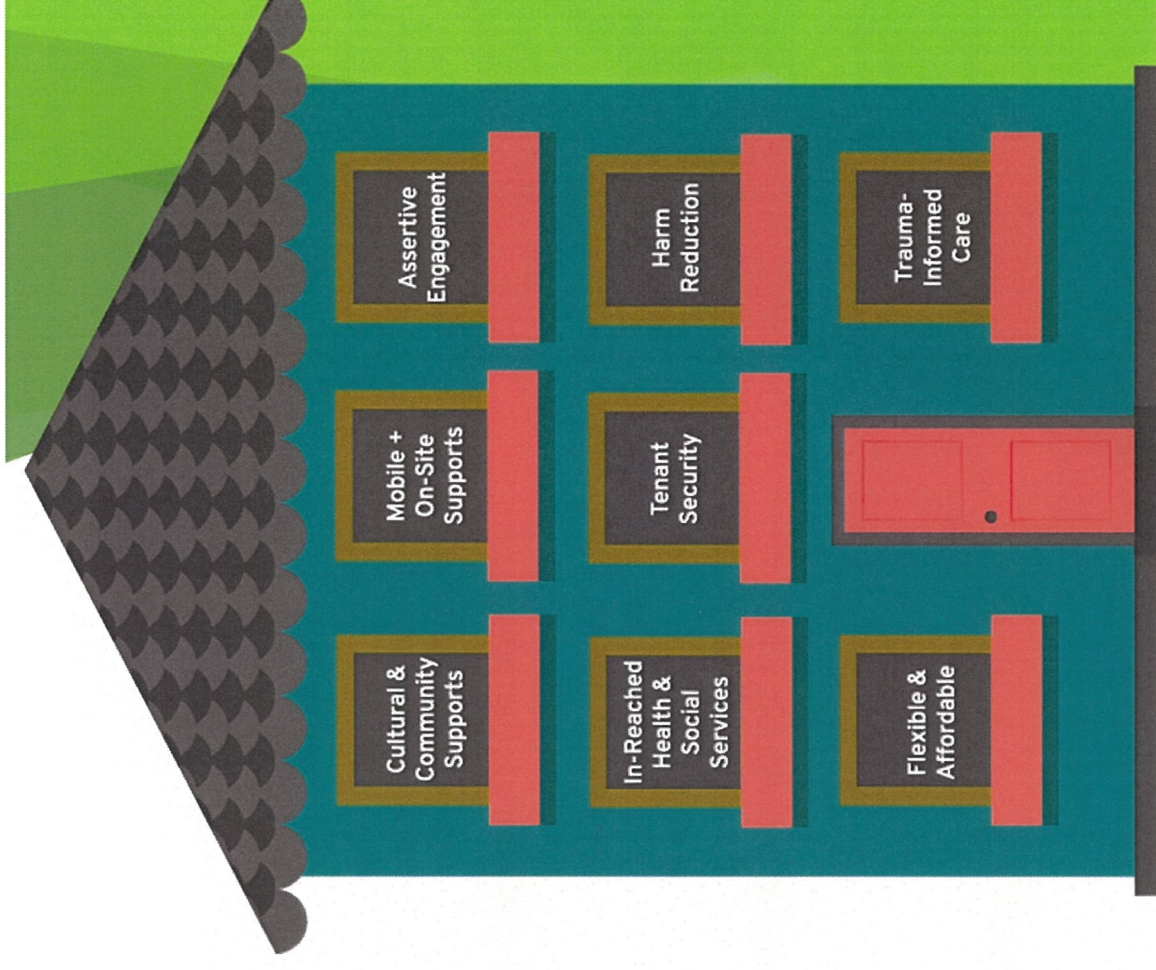
## Crisis and Support Services

- ▶ The intended interventions include collaborations between the Bernalillo County Department of Behavioral Health Services and the University of New Mexico Hospital in order to expand existing programs to meet gaps in the crisis continuum and to further develop crisis triage services in Bernalillo County.
  - ▶ Up to \$3 million annually re-occurring funding from BH GRT and one time capital investments on a date to be determined.
  - ▶ DBHS and UNMH have signed the IGA for agreed upon services to be provided on the MATS campus.
  - ▶ DBHS has received its licensure from DOH and is expecting a soft opening of stabilization services in October of 2019. DBHS has been working with UNMH to hire medical staff and develop protocols for medical staff on the MATS campus.



# Single Site Housing

- ▶ This joint City/County project will provide 40 to 60 individual housing units with on-site services for single adults aged 18 or older who are homeless or precariously housed; who have a diagnosable mental, behavioral or emotional disorder, substance abuse disorders, and/or serious mental illness; and experience significant behavioral health challenges that require a more intensive level of services to maintain stability.
- ▶ The building will be staffed 24-hours a day, with security cameras both inside and outside of the building. The single site model will be a collaboration between Bernalillo County and the City of Albuquerque (COA).
- ▶ Up to \$3 million from Bernalillo County and \$2 million from COA
- ▶ COA has awarded a contract for development and land acquisition for the single site and Bernalillo County has selected HopeWorks as the provider of supportive services.



## Single Site (Multi Family) Housing

- ▶ This proposal will provide on-site services for single individuals or individuals with families, an option not provided for in the first single site proposal, who are housed in a 40 to 60-unit single-site multifamily permanent supportive housing community. By clustering services on-site, residents and their families will be able to easily access much needed supports including case management, medical and behavioral health services, non-medical transportation, counseling, employment, family and education services, assistance with federal and state benefits, and group meetings/therapy.
- ▶ The single-site multifamily permanent supportive housing community will need to be staffed 24-hours a day, with security cameras both inside and outside of the building. Offerors will be required to describe the ways in which they will provide these services on site.
- ▶ Bernalillo County Funding: Up to \$8 million (one-time) for site development and up to \$1 million annually recurring for services and vouchers
- ▶ Proposal passed in the BCC in February. The RFP is in development



# Peer Case Management



Program utilizes peers to provide case management to those with behavioral health needs.

- ▲ In July, 2019, 182 clients served.
- ▲ Contract with Centro Savila was executed for peer case management services to include support at the Westside shelter for \$500K.
- ▲ Centro Savila staff are collaborating closely with CABQ and UNM medical staff at the Westside Shelter to assist some of our most vulnerable citizens.
- ▲ Crossroads for Women aftercare program was executed for 68k.
- ▲ All services began July 1.

# Law Enforcement Assisted Diversion

- ▲ LEAD is a public safety program in which police officers exercise discretionary authority to divert individuals suspected of low level, non-violent crime driven by unmet behavioral health needs to community based health services instead of arrest, jail and prosecution(or based on “social contact”)
- ▲ Inclusionary Criteria
  - Low-level drug offense: possession of less than 6 grams of an illicit opiate (heroin or pills), methamphetamine or cocaine
  - Low-level property crimes committed to secure money for illicit drugs, prostitution, truancy, vagrancy or loitering
  - Social Contact – Individuals may be deferred to LEAD due to known recent criminal activity (prior documented involvement in possession or selling of illicit drugs, prostitution, low-level property crimes committed to secure money for illicit drugs) without having committed a crime in the moment
  - ▲ In all instances law enforcement must suspect that the individual being deferred has a substance use disorder and/or a mental illness and believe that the individual is amenable to LEAD assessment and case management



# Suicide Prevention

- ▲ Suicide is a difficult and complex social health problem facing residents of Bernalillo County. Understanding how social factors like mental illness, substance use, violence, isolation, and stress may be interrelated motivating factors for the prevalence of suicide is important in the development of strategies of prevention for this prevalent social problem.
- ▲ Individuals and the communities they are a part of are in urgent need of training, education, and services focused on suicide prevention.
- ▲ Contract negotiations are currently pending with three providers presenting an array of services for youth and adults.



## Living Room Model

- ▶ TLR is a non-clinical space that offers an alternative to hospital emergency rooms or criminal justice settings for adults experiencing an emergent behavioral health need.
- ▶ The goal of the program is to provide a relaxing and safe environment in which clients can resolve issues without more intensive intervention.
- ▶ Recommended hours of a fully operational outpatient TLR will be between 8:00 and 5:00 Monday through Friday. Extended hours may be provided during the evening/weekend hours if needed.
- ▶ A onetime allocation of up to \$330,000 a year for 2 years for a total of \$660,000 from the Bernalillo County's Behavioral Health Initiative funds was allocated. It is the expectation that after three years the TLR will be a self-sustaining model that will seek reimbursement for covered services through Medicaid and other available funding streams.



# Resource Re-entry Center (RRC) Overview



- ▶ The Resource Re-entry Center (RRC) is the first stop for individuals released from the Metropolitan Detention Center as they reintegrate into the community.
- ▶ Transition Planners work with inmates at the jail .
- ▶ Once inmates are released to the RRC, case managers assist these individuals to carry out their transition plans and connect them to services.

# Resource Re-entry Center

June 12, 2018 - May 31, 2019

- ▶ The Resource Re-Entry Center opened on June 12, 2018. From its opening to May 31, 2019:

Total number of walk-throughs	17,368
Average number of walk-throughs per month	1,524
Average number of walk-throughs per day	49
Male walk-throughs	11,736 (72.4%)
Female walk-throughs	4,476 (27.6%)
Service requests	30,216

# Resource Re-entry Center

June 12, 2018 - May 31, 2019

- ▶ From October 4<sup>th</sup>, 2018 to May 31, 2019:
  - ▶ an average of **60 releasees** a week have met with RRC caseworkers
  - ▶ an average of **4 people** per week have received counseling
  - ▶ an average of **26 releasees** per week have received free bus passes
- ▶ From June 12, 2018 to May 31, 2019
  - ▶ **1882 releasees** passing through the RRC voluntarily agreed to a needs assessment interview
    - ▶ **1206 males**
    - ▶ **568 females**
    - ▶ **48 unknown**
  - ▶ **565 releasees** received transition plans

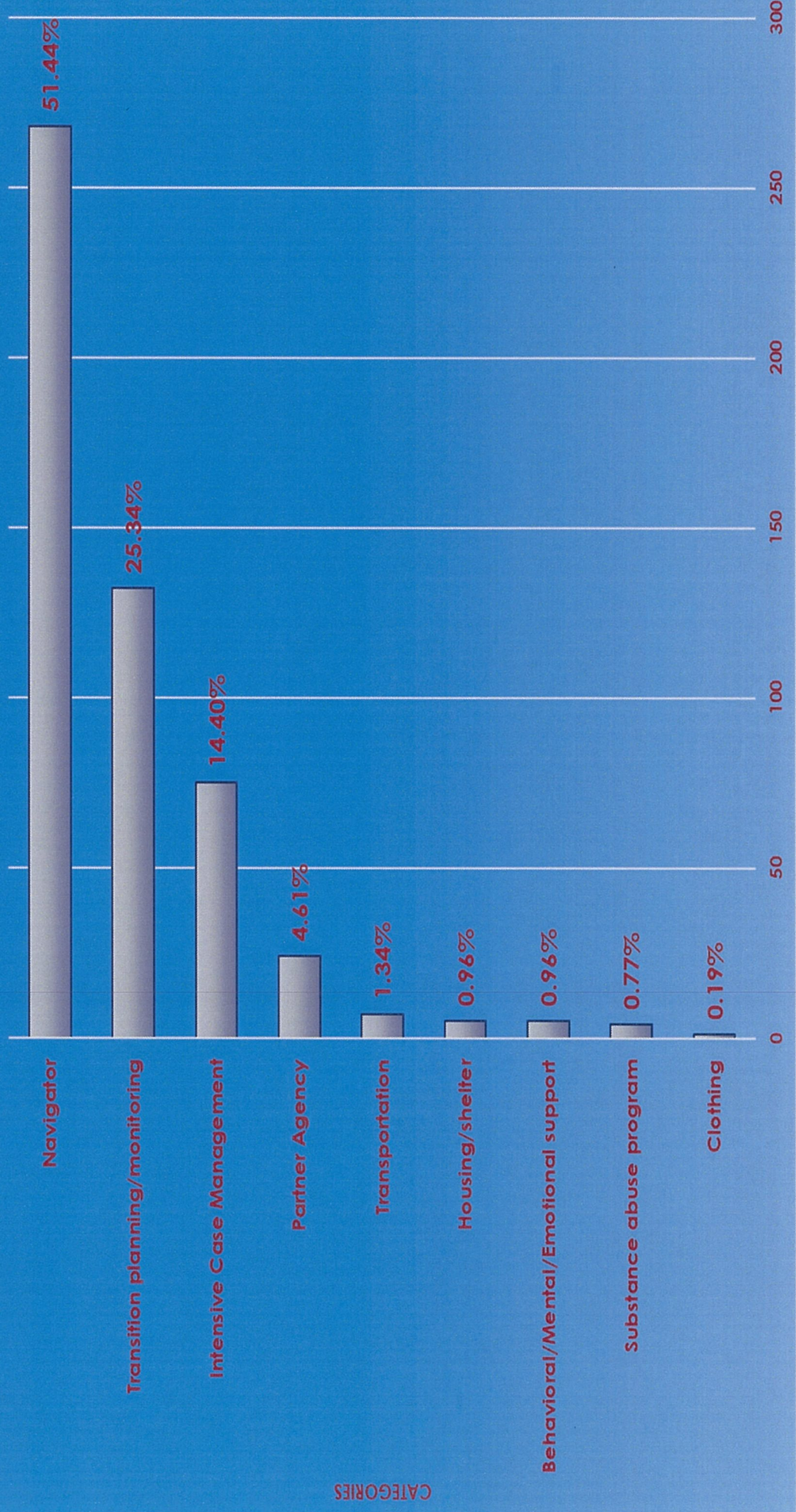
# FY19 Walk-Throughs in RRC by Month





# Overall Services Rendered at RRC

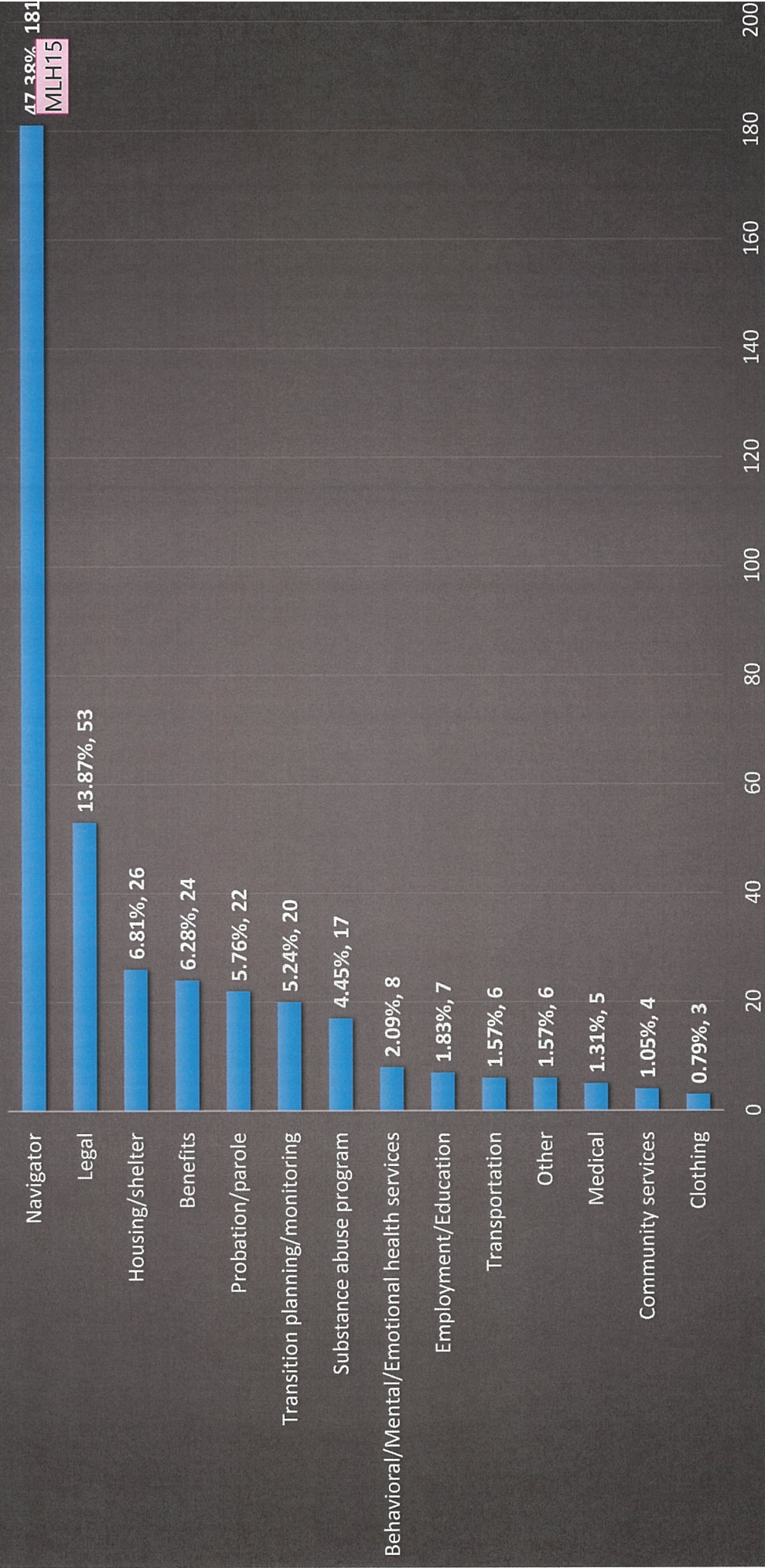
June - November 2018



CATEGORIES

# Connections Made at RRC by Category

June - November 2018



47.38% 181  
MLH15

## Slide 41

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**MLH15** I tried to tease this out last December but it is very difficult. The RRC sharepoint lumps everything together, and it is free type so everyone puts in their own interpretation of categories. I had to go back and combine, in some cases 15 different styles of entry into one category, multiplied by all the different categories. It was very time consuming. So, this is the best I have for now.

Michael L. Hess, 6/20/2019

# Questions & Comments

