



COMMISSION 419 Cherry St., Lansing, MI 48933 Telephone: (517) 487-6550 Fax: (517) 487-6977

PIC Scoring	Internal Scoring
N/A	20

Indicator 14-Family Self Sufficiency

As of this reporting period, the Family Self Sufficiency (FSS) Program has 38 mandatory slots, 17 slots/households or (44%) are enrolled. SEMAP certification requires the LHC to report the status of enrollment for the FSS program.

Enrollment and Escrow Accounts are documented by Indicator 14. As of this reporting period, LHC would receive eight (8) of 10 points.

FSS Enrollment

PIC Scoring	Internal Scoring
N/A	5

Currently 35% of the FSS participants enrolled in the program have escrow accounts. The maximum allowable points are five (10). LHC is currently doing an internal rating of Eight (8) points.

Participants w/ Escrows

PIC Scoring	Internal Scoring
N/A	8

*Please note all PIC data is of 11/30/16





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December 21, 2016

HONORABLE MEMBERS IN SESSION

Lansing Housing Commission
419 Cherry St.
Lansing Michigan 48933

SUBJECT:

November 2016 Asset Management Monthly Report

CONTACT PERSON:

Patricia Baines-Lake
Executive Director

OVERVIEW:

Lansing Housing Commission ("LHC") communities had an overall occupancy rating of 95% (not including the modernization units) at the end of November. LHC has 96% occupancy including the units that are in modernization. LHC Unit Months Leased (UML) was 801 (with units in MOD) or 96% occupancy rate. LHC continues to strive to increase and maintain a 97% occupancy level which exceeds the 96% recovery plan occupancy goal.

Mt. Vernon Park occupancy was 97% at the end of November. There were seven (7) households moved in, five (5) residents moved out, and zero (0) unit transfers. The UML was 195 which equals 97%.

Hildebrandt Park occupancy was 97% at the end of November (with units in MOD). There were two (2) households moved in, one (1) residents moved out, and zero (0) unit transfers. There were three (3) units in MOD status. The UML was 213 (with units in MOD) which equals 97%.

LaRoy Froh occupancy was 96% at the end of November (with units in MOD). There were three (3) households moved in, two (2) residents moved out, and one (1) unit transfers. There were three (3) units in MOD status. The UML was 204 (with units in MOD) which equals 96%.





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South Washington Park occupancy was 94% at the end of November (with one unit in MOD status). There were eleven (11) households moved in, three (3) residents moved out, and zero (0) unit transfers. There was one (1) unit in MOD status. The UML was 184 (with unit in MOD) which equals 94%.

OCCUPANCY:

Site	Total Number of Units	UML Occupied 1st day of month including MOD units	Gross (including MOD Occupancy rate)	Move Ins	Move Outs	Transfer Units	Total MOD Units
Mt Vernon	202	195	97%	7	5	0	0
Hildebrandt	220	213	97%	2	1	0	3
LaRoy Froh	213	204	96%	3	2	1	3
S. Washington	197	182	92%	6	6	1	1
Totals	833	791		18	14	2	7

Rent Collection:

Site	Rent Charged	Receivables	Total Uncollected	Collection Rate
Mt Vernon	\$ 33,002.00	\$ 39,657.00	\$ (6,655.00)	120%
Hildebrandt	\$ 34,754.00	\$ 42,733.94	\$ (7,979.94)	123%
LaRoy Froh	\$ 35,073.00	\$ 42,121.01	\$ (7,048.01)	120%
S. Washington	\$ 30,843.00	\$ 27,594.00	\$ 3,249.00	89%
Totals	\$133,672.00	\$ 152,105.95	\$ (18,433.95)	114%





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Move Out Analysis:

Move out Reason	Mt. Vernon	Hildebrandt Park	LaRoy Froh	S. Washington
Moved Out (Left Area)			1	3
Lease Violation (No Court action)				1
Evicted – Nonpayment Judgment		1		1
Evicted – Nonpayment Writ Ordered but not executed				
Physical Eviction				
Criminal Activity				
Drug Activity				
Rent too high			1	
Transfer	1		1	1
Totals	1	1	3	6

Mt. Vernon Vacant Unit Status:

Unit	Make ready or Lease ready	Projected or actual Lease up date	Security deposit received	Comments or reason for length of status
3226 Waverly	Make Ready	Projected 12-29-16	No	.Vacant Date: 10/13 Delay from Contractor
3852 Wilson	Make Ready	Lease up 12-5-16	Yes	Vacant date: 10/21 Leased up on 12-5-16
3344 Waverly	Make Ready	Projected 12-29-16	No	Vacant Date: 11/2
3524 Waverly	Make Ready	Lease up 12-15-16	Yes	Vacant Date: 11/15
3246 Waverly	Make Ready	Lease up 12-16-16	Yes	Vacant Date: 11/16





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Hildebrandt Park Vacant Unit Status:

Unit	Make ready or Lease ready	Projected or actual Lease up date	Security deposit received	Comments or reason for length of status
3112-A Turner	Make Ready	12-5-2016	Yes	Move in 12-5-2016
1216 Weiland	Make Ready	12-19-2016	No	Vacant 11-10-2016
1009 Shepard	Make Ready	12-14-2016	No	Move in 12-9-2016
319 Hylewood	MOD STATUS	12-2-2016	Yes	Mold Remodel Unit Move in 12-2-2016
315 Hylewood	MOD STATUS	12-1-2016	Yes	Mold Remodel Unit Move in 12-1-2016
422 Hylewood	MOD STATUS	1-15-2016	No	Mold Remodel Unit vacant 8-30-2016

LaRoy Froh Vacant Unit Status:

Unit	Make ready status	Projected or actual lease up date	Security deposit received	Comments/reason for length
42600	MOD Unit 5 Bedroom			Vacant Date: 7-29-16
45022	MOD Unit 5 Bedroom			Vacant Date:
45018	MOD Unit 5 Bedroom			Vacant Date: 7-21-14
56264	Make Ready	12/19/2016	UT	Vacant Date: 8-24-16 Secured Contractor
72362	Make Ready			Vacant Date: 10-9-16 Secured Contractor
72402	Ready		UT	Vacant Date: 10-21-16





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3622	Make ready			Vacant Date: 10-26-16
72306	Make ready	12/12/16		Vacant Date: 11-1-16
72208	Make ready	12/9/16	Y	Vacant Date: 11-7-16
72432	Make ready	12/31/16		Vacant Date: 11-30-16
72514	Make ready	12/31/16		Vacant Date: 12-1-16
5327	Make ready	1/3/16		Vacant Date: 12-1-16

South Washington Park Vacant Unit Status:

Unit	Make ready/Lease ready	Projected or actual lease up date	Security deposit received	Comments/reason for length
10521	-	-	-	MOD demo dispo request
10104	Make Ready	11-18-16	N	Vacant date: 9-28-16
10211	Lease Ready	11-14-16	N	Vacant Date: 9-12-16
10214	Lease Ready	11-14-16	N	Vacant Date: 10-17-16
10227	Lease Ready	11-04-16	N	Vacant Date: 9-27-16
10324	Lease Ready	11-10-16	N	Vacant Date: 8-31-16
10504	Make Ready	11-28-16	N	Vacant Date: 9-30-16
10522	Make Ready	11-18-16	N	Vacant Date: 10-14-16
10525	Make Ready	11-18-16	N	Vacant Date: 10-12-16
10529	Lease Ready	11-10-16	N	Vacant Date: 9-9-16
2328 Clifton	Make Ready	11-1-16	N	Vacant Date: 9-28-16
2609 Dier	MOD	12-1-16	N	Vacant Date: 6-19-16
10406	Make Ready	11-30-16	N	Vacant Date: 10-31-16



Action Plan—Exhibit A to the Recovery Agreement between the Lansing Housing Commission and HUD

Results and Determinations from Assessment	Desired Outcome	Statutory Measurement		Target Accomplishment Date	Actual Accomplishment Date	Remedies	Comments / Accomplishments
		Baseline Data and PHAS Score as of 6/30/2014	Required PHAS Score				
GOVERNANCE The Board is ready, willing and capable to govern but is unable to provide sufficient oversight of the PHA's finances, budget, and use of funds as evidenced by the lack of financial reports, the Housing Commission's lack of oversight of the PHA's financial management, and the PHA's lack of oversight of the Housing Commission's financial management. The LHC has provided a thorough response to this goal in October 2012 and has not submitted financial information timely as required by regulation and statute since 2009.	The Board becomes more prepared to perform its fiduciary duty of overseeing the finances of the PHA. The Board participates in trainings for capacity building, Board roles and responsibilities, and PHA financial management. PHA must have 15 points out of 25 to pass the Finance Indicator. PHA must have 15 points out of 25 to pass the Management Indicator. PHA must maintain an occupancy rate of 96.0%.	Current Finance Score: 0 Current Mgmt Score: 17 Current Physical Score: 27 Current Occupancy Rate: 94% (12.50.15 rate)	Required Finance Score: 15 Required Mgmt Score: 15 Required Physical Score: 25 Required Occupancy Rate: 96%	6/30/2016 The PHA score has not been maintained + 96%. We need 4 more points. We will show we have met this objective and LHC respectfully requests the Board of the Housing Commission to review and analyze the 2015 Audit.		If the Housing Commission fails to provide oversight and attend training, HUD will seek any available remedies as set forth under the terms of the agreement under article XI	The board has completed HUD's Lead The Way Training. HUD provided board training on August 26, 2015. LHC provided a thorough response to this goal in October 2012. We look forward to feed back on this issue. There is no additional information about this month. Highlights of last month's submission are: All Board Members had at least 2 hours of training within 2 weeks of becoming board members, including fact facts about LHC, an Overview of LHC recovery, recovery, budget and financials, 4 out of the 5 Board members had completed the 15 planning sessions two weekends within the past 15 months, 3 of 5 Commissioners participated in Ethics and the Housing and Community Development Commissioner, Michigan NAHRO. Members who have not attended Commissioner Training have read the Training material provided by NAHRO. 4 out of 5 Members completed the Online Commissioner training provided by PHADA during the past 3 months. This training covered Commissioners' Obligations, rules, compliance, insurance, legal issues, and ethics training. The training was provided as soon as possible based on available trainings and work schedules. NAHRO has not completed their 2017 training schedule. The Commission has engaged the services of 2 qualified finance specialists to administer the financial operations of the LHC. The Unaudited submission of September 2016 indicates a FASS score which exceeds 15 points out of 25. LHC also utilized both BDO and Dickey May - Finance Consultants 3 year contracts with 2 additional 1 year extension options puts LHC soundly on track to exceed expectations in financial operations. Additional Decision Board. In addition to the actions already taken regarding the Board, the Commission needs to retain the services of a qualified financial specialist to administer the financial operations of the LHC, and enable the Commission to obtain a FASS score of at least 15 points out of 25. The Unaudited submission of September 2016 indicates a preliminary FASS score which exceeds 15 points out of 25. The LHC also needs to assess the training needs of the Board members, and provide for training thru qualified public housing industry training organizations, as appropriate. The board has completed HUD's Lead The Way Training. HUD provided board training on August 26, 2015. 4 of the 5 Board members had completed the 15 planning sessions. The next board member will be scheduled for NAHRO Board Training as soon as possible. NAHRO does not have the 2017 training schedule developed.

Action Plan—Exhibit A to the Recovery Agreement between the Lansing Housing Commission and HUD

Results and Determinations from Assessment	Desired Outcome	Statutory Measurement		Target Achievement Date	Actual Achievement Date	Remedies	Comments/Accomplishments
		Baseline Data and PHAS Score as of 6/30/2014	Required PHAS Score				
The Housing Commission lacks the ability to effectively manage the LHC's finances, as evidenced by the lack of financial management knowledge and leadership at the Commission, the inability to facilitate the preparation of statements and reports to permit timely and effective audits, in addition, to its failure to maintain a complete and accurate general ledger.	a) The Board provides adequate oversight of the Housing Commission's financial actions as evidenced by a passing FY 2015 FASS score and timely submission of reliable unaudited and audited financial statements. b) The Board identifies Members to "specialize" in reviewing financial reports and providing feedback about finances to the balance of the Board. Meaningful financial reports with an emphasis on FASS and cash flow, are provided to the Board at least 10 days prior to the monthly meeting. c) The Board reviews the annual budget and it funds required correction of findings and management letter issues. d) The Commission will develop and implement policies and procedures to HUD and will become more cost-effective and efficient in financial review conducted by the Departmental Enforcement Center (DEC).	Current QR Score: 0 Current Menar Score: 0 Current DSCR Score: 0	Minimum QR Score: 7.2 Minimum MENAR Score: 6.6 Minimum DSCR Score: 1	The 2015 PHAS Score has not been published. The scores identified in the LHC's annual audit LHC has achieved further LHC continues to meet these objectives including a) 3/30/2016 b) 4/30/2016 c) 5/31/2016 and d) 6/30/2016. LHC respectfully requests the closure of this finding.		If the Housing Commission fails to show substantial improvement the Department will consider administrative sanctions as provided in the ACC and Section 6(j) of the Housing Act.	
FINANCE The Commission has not received a standard financial score since 2011. The Housing Commission lacks the ability to effectively manage the LHC's finances, as evidenced by the inability to facilitate the preparation of statements and reports to permit timely and effective audits resulting in LHC receiving Late Presumptive Failures (LPF) resulting in a FASS score of 0 for three consecutive reporting periods, FY 2012, FY 2013 and FY 2014.	a) The Executive Director and financial management staff will be trained in financial management. b) Monthly financial statements including a year-to-date budget and revenue and expense sheet, and balance sheet should be prepared for each AMP and provided to HUD by the 15th of the succeeding month. c) The Commission must provide monthly accounting reports to HUD by the 30th of the succeeding month showing assets and liabilities, and must also include its year to date balance sheet, revenue and expense statement, and statement of cash flows. All monthly reports must contain a comparison of budgets to actual costs. d) Prepare an annual budget prior to the beginning of the new fiscal year and submit the respective Board resolution form to the HUD Field Office prior to the beginning of the fiscal year. e) Complete bank reconciliations by the 12th of the succeeding month. f) Unaudited financials are submitted no later than 2 months after the Commission's fiscal year end. g) Audited financials are submitted no later than 2 months after the Commission's fiscal year end. h) The PHA receives a standard FASS score and establishes a reasonable plan to achieve and sustain Standard Performer performance scores in FASS.	Current QR Score: 0 Current Menar Score: 0 Current DSCR Score: 0	Minimum QR Score: 7.2 Minimum MENAR Score: 6.6 Minimum DSCR Score: 1	a) 3/31/2016 b) - h) beginning 4/30/2016		If the Housing Commission fails to provide the required reports, the Department will consider administrative sanctions as provided in the ACC and Section 6(j) of the Housing Act.	Additional Documentation Required - Monthly reports must be submitted until the Commission obtains a standard FASS score. To achieve this measure, the Executive Director needs to indicate what steps have been taken, and will be taken, to ensure that all financial management staff will be trained in public housing financial management. The Commission must ensure that a copy provided for each AMP and program with managers, by no later than the 15th of the succeeding month. The Commission must also ensure that it provides monthly accounting reports to HUD by the 30th of the succeeding month which include the information provided under "Desired Outcomes" at left. The PHA needs to report that it has prepared an annual budget prior to the beginning of the new fiscal year, and that it has submitted the respective Board resolution form to the HUD Field Office prior to the beginning of the fiscal year. The LHC must retain the bank reconciliations by the 12th of the succeeding month and report that the unaudited financials are submitted no later than 2 months after the Commission's fiscal year end. The report needs to indicate when the annual IA Report of the Commission's financial statements are received and submitted, which must be within 9 months after its fiscal year end. This report should indicate when the PHA receives a standard FASS score and has established a reasonable plan to sustain Standard Performer performance scores in FASS. LHC's October Finance reports are attached. All other information requested in the recovery agreement has been provided. The 2015 FASS score has not been published. HUD should expect the administrative review of the FASS scores based on the 2015 IA and other supporting data.

Results and Determinations from Assessment	Desired Outcome	Statutory Measurement	Target Accomplishment Date	Actual Accomplishment Date	Remedies	Comments / Accomplishments
		Baseline Data and PHAS Score as of 6/30/2014	Required PHAS Score			
The Housing Commission lacks effective internal financial controls. The Housing Commission lacks effective internal controls, as evidenced by the Executive Director's lack of knowledge of the Housing Commission's day-to-day finances leading to an excessive number of unpaid invoices and extremely low reserves.	a) The Housing Commission effectively creates, executes, and maintains plans, policies, and written financial procedures, including a cost allocation plan, that result in an efficient internal controls process as corroborated in annual audits. b) The Housing Commission ensures that internal controls have been instituted, all staff have been trained on the controls, and the controls are effectively executed. c) Increase quality controls, personnel costs, other contract administration, etc. d) Increase reserves at all AMPs by increasing occupancy to 96% and analyze expenses to achieve all cost savings possible.	Current QR Score: 0 Current Menu Score: 0 Current DSCR Score: 2	Minimum QR Score: 7.2 Minimum MENAR Score: 6.6 Minimum DSCR Score: 1	a) 5/31/2016 b) 6/30/2016 c) during the past 6 months, present and future, the Housing Commission has effectively created, executed, and maintained plans, policies, and written financial procedures, and all staff have been trained on the controls, and the controls are effectively executed.	If the Housing Commission fails to ensure that internal controls are properly instituted as evidenced by and independent audit and/or HUD review, the Board will contract out a day-to-day management of the finances of the Commission, no later than December 31, 2016.	Additional Documentation Required - The Executive Director should report how she plans to enhance the housing commission's team knowledge, skills and abilities effectively manage the Public Housing inventory via a training plan. The Housing Commission should report when it will adopt a timeline to re-occupy, convert to RAD, or demo/dispose vacant units as of the date of this report. The Housing Commission should provide monthly occupancy updates direct to the public housing inventory Agreement. Hillcliff, Larry, Frank and Mc Vernon's occupancy rates exceed 96%. The overall agency occupancy rate is 96%. LHC is striving to improve the occupancy rate of every development to 96%. Given the criminal issues associated with S. Washington and the negative publicity attaining 96% occupancy is a stretch. However, S. Washington will attain 96% by the December report. The plan should contain target dates for occupancy or alternate solution to ensure that the Commission has allocated appropriate resources to the plan.
FSS escrows are not being tracked accurately and files do not contain adequate supporting documentation.	The Executive Director needs to set up a system whereby the Finance Division and the FSS coordinators meet on a quarterly basis to review the FSS participant's escrow account and to make any necessary adjustments. The outcome of each of these meetings should be documented in the tenant and financial files.			The plan was accomplished and the information submitted on an earlier Recovery Plan response. The account is now in a recovery SGP which was previously submitted and Finance and FSS are working to get the account balance to LHC respectfully requests the closure of this finding.		Additional Documentation Required - The Executive Director needs report when, and how often, the Finance Division and the FSS coordinators will meet (at least quarterly) to review the FSS participant's escrow account and to make necessary adjustments. The meetings should be documented in the tenant and financial files, and included in the applicable Action Plan report. A hard copy of this information was provided to the DFO in Response to the OIG Finding
MANAGEMENT						
Based on the historical review of its occupancy rates of its public housing portfolio, the Housing Commission lacks capacity to manage its public housing units effectively.	a) The Executive Director enhances the housing commission's team knowledge, skills and abilities of the PH program area to effectively manage the LHC's entire Public Housing inventory via a training plan. b) The Housing Commission will adopt a timeline to re-occupy or demo/dispose vacant units as of the date of this executed agreement. Each vacant unit will require a target date for occupancy or resolution and the identification of funding to ensure the Housing Commission has allocated appropriate resources to the plan.	Current occupancy score 94.0%	Increase Occupancy rate to 96%	Occupancy increased to 96% overall in May and is sustained. LHC respectfully requests the closure of this finding.	If the LHC does not improve its occupancy rate, on a consistent monthly basis, the PHA will work the Department to consider alternatives including but not limited to securing a private management firm to oversee its PH program.	Additional Documentation Required - The Executive Director needs to indicate the LHC plan to increase the occupancy rate to at least 96%, and what training and methods will be used to enhance the housing commission's team knowledge, skills and abilities to effectively manage the LHC's Public Housing inventory. As indicated above, the Commission needs to provide its Plan for renovating and reoccupying vacant units, pursuing conversion into RAD, and for demo/dispose, with a timeline and funding source identified for each possible action. LHC will continue to maintain S. Washington for South Washington by January 31, 2017. However, we recognize the que is full of applications at this time. As such, we will continue to maintain S. Washington, address resident, crime and building issues as the arise and obtain and maintain 96% occupancy as RAD is pursued.

Action Plan-Exhibit A to the Recovery Agreement between the Lansing Housing Commission and HUD

Results and Determinations from Assessment	Desired Outcome	Statutory Measurement		Target Accomplishment Date	Actual Accomplishment Date	Remedies	Comments/Accomplishments
		Baseline Data and PHAS Score as of 6/30/2014	Required PHAS Score				
The Housing Commission has failed to institute the required asset management model that includes project-based funding, project-based budgeting, project-based accounting, project-based management, and project-based performance assessment.	a) The Executive Director will provide the board an organizational structure with revised position descriptions and performance criteria that provides for project based budgeting, project based accounting, project based management and project based performance metrics. b) Ensure performance evaluations are conducted for each employee in accordance with LHC policy.		Adopt organizational structure and performance requirements of LHC staff.	The information supporting this deliverable was submitted with the October/November report. Staff evaluations for 2016-17 are underway, utilizing the new reporting format. LHC respectfully requests the structure of this finding.			The Executive Director needs to report on her continuing efforts and accomplishments as well as the Board with a new organizational structure, with revised position descriptions and performance criteria, that provides for project based budgeting, project based accounting, project based management and project based performance metrics. The ED should report on actions taken regarding the performance and communication of performance evaluations for each employee in accordance with LHC policy. LHC provided a thorough response to this goal in October Recovery Response. We look forward to feed back on this issue. There is no additional information this month.
There is a significant loss of revenue from rental income and operating subsidy generated by the high level of vacancies.	The Executive Director will provide the board monthly occupancy reports, cash flow statements and budget to actual financial statement for each AMP and provide an action plan to mitigate financial losses at the project level. This will be part of the regular board package.		Adopt project based reports for the board to review monthly.	The board has reviewed project based monthly reports since January and these reports were submitted to HUD each month. The			Additional Documentation Required - The Executive Director report on, and include with the Action Plan, a copy of the monthly occupancy reports, cash flow statements and budget to actual financial statement provided to the Board for review. The information should reflect each AMP and provide an action plan to mitigate financial losses at the project level.
AREA: SUSTAINABILITY							
	Long-term standard performer or higher for all PHAS indicators		Develop and implement a Sustainability Plan in conjunction with the local governing entities and other community partners that supports the PHA's mission, addresses outstanding compliance deficiencies, and ensures sustainable performance of the PHA.	The Sustainability Plan will be submitted with the December Recovery Plan Update - January 31, 2017 due date			Additional Documentation Required - Since the ultimate goal of recovery is to return the PHA to the status of at least a standard performer, and for the PHA to sustain that recovered condition going forward, the Commission needs to report on its plans to develop and implement such a Sustainability Plan, in conjunction with the local governing entities and other community partners that supports the PHA's mission, addresses outstanding compliance deficiencies, and ensures sustainable performance of the PHA. The Commission should identify actions and controls that will ensure that the PHA will not revert to its former condition.
The Housing Authority shall submit monthly progress reports to the Field Office using this Action Plan as the reporting template commencing 3/1/16 and every Month thereafter until the Recovery Agreement is terminated *							



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**LHC Board
Sign-In Sheet
Date of Meeting: December 21, 2016**

Name	Organization	Phone #	E-mail
Kim Shirey	LHC	487 0242	Kims@lanshc.org
Lisa Parsons	LHC	487- 9847	LISA@@Lanshc.org
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