

*Happy New Year*

*The State of the Agency Address*

I am happy to report that 2014 represents another great year for WestCare. Each day, we serve over **12,000 people** within our care. Most of our funding comes from public sources; federal, state, city or county. These public funds are designed to care for those who have very few options left to care for themselves. As the economy has been slow to recover over the past couple of years, the population that we serve has continued to grow and fortunately, so has public funding to support them.



*Richard Steinberg,  
President & CEO of WestCare*

As we move into 2015, your WestCare leadership team is focused on expanding our funding opportunities through the expansion of services provided by the **Patient Protection and Affordable Care Act (PPACA)** known as “healthcare reform.” First and foremost, PPACA challenges healthcare providers to ensure that they provide quality services to their clients. Secondly, it expands the population base whose care may be covered by Medicare and promotes opportunities for those who may not have qualified for insurance in the past, to obtain affordable, quality insurance.

For WestCare, the PPACA represents a fundamental shift in the way we deliver services and manage our business. Over this next year, we will continue to be focused on making many changes to meet the requirements

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## COVER STORY: *State of the Agency Address*

of the PPACA. WestCare will initiate and pilot a new electronic health records system in several key locations. We will continue to expand our quality performance measures across all WestCare services and we will continue to develop new primary healthcare partners that will support a full range of health outcomes for clients in our care.

While our clients rely on public funds to support their healthcare needs, we must work to increase donations from private sources and charitable contributions. Private funds and donations allow us to fund many of the services needed to improve the quality of care for our clients and enhance the quality of our staff who deliver these important services. As the economy is getting stronger, potential donors are looking for quality programs to support and we want WestCare to be at the top of their list.

I encourage each of you to help us tell the WestCare story each day. We, you, change lives every day and help make our communities a healthier, safer place to live and raise families. This is exactly what funders want to support. We must do a better job of sharing our success stories and asking for financial support from those who desire to give it. Our fund development team will be working across "WestCare World" this year to help with local fund development efforts. Your work, your successes are worthy of robust financial support.

As always, I am grateful for the WestCare staff and the work that you do each day to *Uplift the Human Spirit*. I wish you and your families a safe, healthy, and prosperous new year.

**Richard "Dick" Steinberg**

President & CEO



*"Helping guide the present and future of WestCare."*

*James L. Wadhams,  
WestCare Chairman of the Board*

## GEORGIA: *WestCare, Former Amb. Young Support Youth-Focused Event*

*By Miltina Fraser, Outreach Coordinator*

The **Youth Department** was so excited to partner with **Georgia State University** with their **World AIDS Day** event. There was a successful turn out for HIV testing of students. That evening, WestCare participated in a candlelight vigil in Atlanta's old Fourth Ward.

This World AIDS Day Event was focused on youth. The theme was "Getting to Zero," where youth throughout the city participated in an array of activities such as poetry, acting skits, marching bands, singing, paying homage, and getting the word out on HIV Awareness.



WestCare staff member **Safiyah Mack** met with former U.N. Ambassador and Atlanta Mayor **Andrew Young** to talk about our youth and his contributions to the program. This was the first year to have a **Youth Target World AIDS Day** event. It was very successful, and WestCare is proud to be part of this ground breaking initiative.



## KENTUCKY: *WestCare In the News*

### *Drug Addicts on Path to Sobriety Thanks to Knott Co. Treatment Center*

(Original Article Reprinted Courtesy of WYMT-TV)

By *Brittany Nauta*

**HINDMAN, Ky.** - In a drug-stricken area, now there is help.

"I lost everything, I hit rock bottom, kids, home. I didn't have anything," said **Martha Moten**.

In September, WestCare Foundation opened an office in Hindman that offers treatment for recovering drug addicts who are facing drug charges, like Moten.

"We've got to intervene and provide treatment to get them back on a track to success and if we don't this cycle just repeats itself over and over," said WestCare supervisor **Steven Wright**.

A cycle that Moten knew well.

"You're always chasing that first high and you ain't never going to find that first high again," said Moten. Her chase to get high came to an end on Sept. 6. She was arrested on drug charges.

"You can see my mugshot, I keep that with me as a reminder of what that was like," said Moten. "I was grateful for it because I knew I needed something in my life."



She found that something with WestCare. It held her to a strict schedule including meditation, keeping a journal and goal setting every day from 10 a.m. to 6 p.m.

"I've got a home, I'm in the process of getting my kids back and it's great. I love this program," said Moten.

Moten adds the most important part of recovery is having the support of other recovering addicts, like **Amelia Hudson**.

"It's hard. it's a battle every day and no one knows the struggle that we go through," said Hudson.

It's a struggle they are pushing through side by side.

"I'm just thankful. I really am," said Moten. "She's a blessing and this place is too." Working towards sobriety for themselves, together.

## FOUNDATION: *Behind the Scenes at WestCare*

*Most of us have had the opportunity to communicate with her by phone or e-mail, but few have met her in person. She is a mainstay at the Foundation, serving as liaison with the Board of Directors and Community Councils, as well as putting out little fires here and there. This is.....Denise Johnson-Williams.*



“I was born in Kentucky at Camp Breckenridge Army Base, so I grew up in a military family. As a youngster, I enjoyed traveling throughout Europe when we were stationed in Munich, Germany. When we came back to the states, our family was stationed at the Presidio in San Francisco. I call San Francisco my hometown since we lived there for the majority of my growing up years (1960-1976). I graduated from San Francisco State University with a Bachelor degree in Resort Management; moved to Lake Tahoe area where I met Tom, my husband, at Sugar Bowl Ski Resort (and yes I’m an avid skier). Our daughter, Danielle, was born in Truckee, CA (luckily she arrived on time because a week after her birth, the three of us were snowed in for 7 days). Then in 1985, Tom’s work brought us to Boulder City, NV (which is located south of Las Vegas).

Tom just retired, but prior to that he worked in the security surveillance field, and Danielle works for the Clark County School District. I started working at WestCare in March 2005 in the Foundation Office, and have worn several hats here. While I do not work day to day with the WestCare Clients, I still see the wonderful work that goes on from the sidelines. I recall shortly after I started working here, I had my first heartbreaking (and very tearful) experience. I was attending a Board of Directors meeting and a young lady from our Women and Children’s Campus came to share her very tragic story, along with her successful recovery process. Thank goodness WestCare was there to help bring her and her young children back together as a family.

And as final note from “Memory Lane”...For those of you who remember George “Tiny” Hegg, who was a great gentleman, I just want to share this wonderful memory of him with you. Before leaving us at WestCare, Tiny put me in charge of his famous red tool box that could always be found under his desk for anyone to use. Now everyday, upon entering my office, I glance down at the red tool box alongside my desk and smile... because I know Tiny is still with us.”



## FOUNDATION: *Leadership Academy Selections Announced*

**Carol Renard**, Director of Program and Staff Development, has unveiled the list of class members for the 3rd WestCare Management Leadership Academy, as selected by Vice Presidents. They are:



**Sean Whitten** (California)  
*Case Manager, Project LiftOff*



**Elsie Tiller** (Kentucky)  
*Human Resources / Administration*



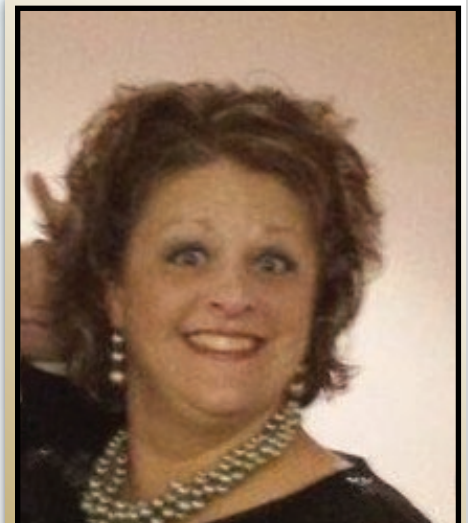
**Leo Magrdichian** (Nevada)  
*Deputy Director, Harris Springs Ranch*



**Melissa Rhea** (California)  
*Director of Evaluation & Quality*



**Ray Cox** (Georgia)  
*Program Manager, Cobb County Drug Ct.*



**Jenny Tippens** (Tennessee)  
*Director of Development*



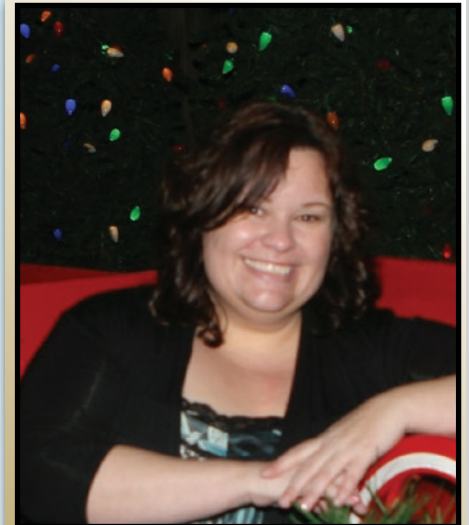
## FOUNDATION: Leadership Academy Selections Announced (Cont.)



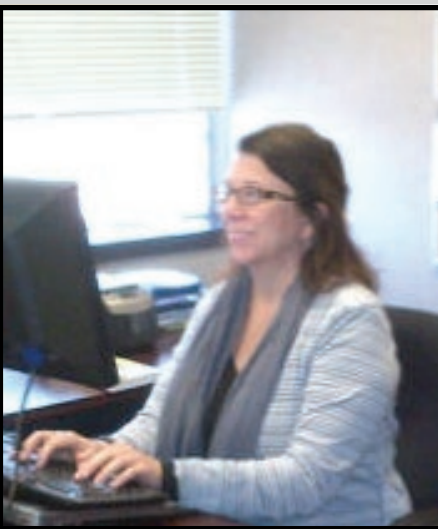
**Kathleen Costello** (Florida)  
*Coordinator, Offender Re-Entry Program*



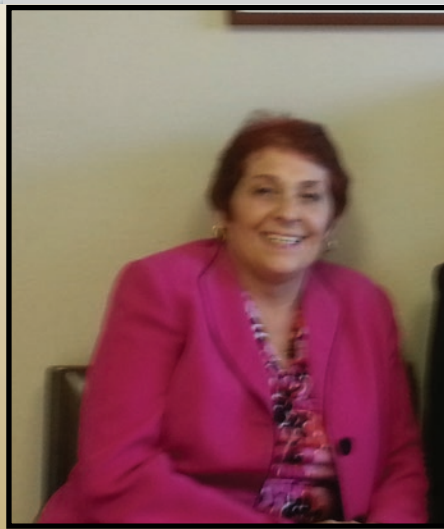
**Laura Lindsay** (Iowa/FAVA)  
*Business Manager / Human Resources*



**Michelle White** (California)  
*Supervising Counselor, CCTRP*



**Anna Ruth** (Foundation)  
*Grant Specialist for Florida & Carribean*



**Anne DePoole** (Florida)  
*Coordinator, Veterans Services*



**Belinda West** (Florida)  
*Adm. Supervisor, Pasco County Drug Court*

**FOUNDATION:** *Leadership Academy Selections Announced (Cont.)*



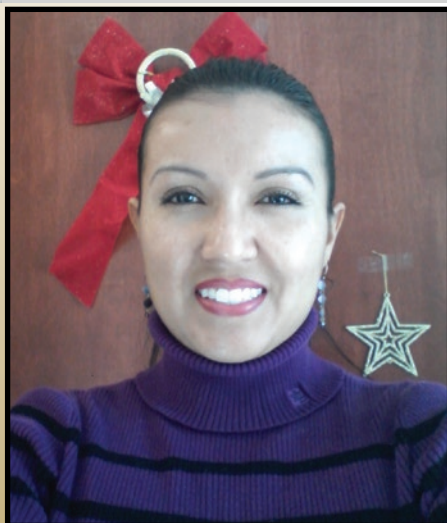
**Jennifer Olsen (Oregon)**  
*Program Director, Recovery in Process*



**Kristina "Didi" Buono (Nevada)**  
*Human Resources Manager, AZ & NV*



**Ron Harris (Illinois)**  
*Clinical Supervisor, Impact Program*



**Nayeli Cervantes-Knuth (Foundation)**  
*Corporate Accountant*



**Jennifer Hilton (Foundation)**  
*Director of Training & Technology Transfer*



## THE GREEN CORNER: *Volume Three*

*A monthly product of the WestCare Green Committee*

**Five GREEN New Year's resolutions** so easy you'll have no excuse not to keep them — and as they help you save money, cut your carbon footprint, decrease your home's waste stream, and improve the quality of the Earth, you'll be glad you did.

### 1 **Never buy bottled water again**

Trade in your bottled water habit and you can help make a dent in the 1.5 million barrels used annually to make plastic water bottles and save \$1,400 this year.

### 2 **Remember your reusable bags**

More than one million bags end up in the trash every minute. Taking reusable bags to the store is one of the easiest and most effective ways to reduce your carbon footprint.

### 3 **Become a weekend vegetarian**

Cutting meat out of your diet just two days a week can decrease your carbon footprint by about 1/3 of a ton — come up with meat-free meals for Saturday and Sunday. And by doubling a recipe, you can make extras to eat throughout the week and trim your footprint even more.

### 4 **Replace your lightbulbs**

Replace your lightbulbs with compact fluorescent light (CFL) or Light Emitting Diode (LED). Despite all the jokes, it takes only one person to change a lightbulb — while cutting your energy use by as much as 80 percent. But please remember: If a CFL is not disposed of correctly, the mercury can be released in vapor form endangering any person or animal who inhales it. LEDs do not contain mercury, and as such are far better for the environment.

### 5 **Eliminate phantom power**

It takes approximately one second to unplug the charger for your cell phone, mp3 player, e-reader, or iPad/tablet — or use power strips to turn off all your appliances at once; and invest in chargers that stop drawing current when the device's battery is full. You could cut your energy bill by as much as 10 percent annually.



## NEVADA / ARIZONA: *From Near & Far, To Celebrate Together*

*By Darlene Terrill*

There were 160 staff and their guests in attendance enjoying the evening at the Elk's Lodge in Las Vegas, Nevada. A photographer was present capturing special moments; a live Disc Jockey was there keeping everyone in a festive dancing mood; there were musical chairs and other games with prizes; raffle tickets with several hotel weekend packages in the Las Vegas and Laughlin areas; and restaurant certificates, gas cards, movie ticket gift cards. Staff contacts in the community from each state made all these donated prizes possible. Special Recognition and Plaques were given to the following staff:



### MANAGERS OF THE YEAR

- **Bobby DeBatt** - Manager of the Year (Arizona)
- **Kristina "Didi" Buono** - Foundation Support to the States
- **Leo Magrdichian** - Manager of the Year (Nevada)



### EMPLOYEES OF THE YEAR

- **Tiffany Johnson** - Internet Technology, Foundation
- **Felicia Bliatout** - Harris Springs Ranch, LV
- **Tessa Kiser** - Women & Children's Campus, LV
- **Andre Hughes** - Community Triage Center, LV
- **Irma Magrdichian** - Community Involvement Ctr., LV
- **Tamara Jones** - Community Involvement Center, Pahrump

*Congratulations to all of you for receiving this award!*

## CALIFORNIA: "On Harley, On Schwinn... That's How We Roll!"

*By Shawn Jenkins, Senior Vice President*

In true Christmas fashion, **Fresno County Hells Angels** and approximately 600 fellow bikers descended on the **Poverello House** on December 6th, for their 16th annual **Hells Angels Toy Run**.

As part of the toy drive, the social services shelter received 451 brand new children's bikes! WestCare families and children received 31 bikes that morning. However, there were several who could not be present the day of the distribution. So, Poverello House, along with the Fresno County Hells Angels, decided to organize a second bike distribution for those children. Thursday, December 18th, the Poverello House Executive Director, **Cruz Avila** as well as **Merl Hefferman** of the Fresno County Hells Angels met me and the families at our Martin Luther King Campus in Fresno to deliver an additional 39 bikes. The look on the faces of the parents and children were priceless.

This is a Christmas that will not be forgotten and a story that is sure to be told for years to come. WestCare is truly grateful to the Hells Angels and Poverello House for helping the Christmas wishes of our families come true this year!



## CALIFORNIA: Beautiful Staff... and Ugly Sweaters!

Staff from Fresno, Bakersfield, Hanford, Stockton and Sacramento gathered for an afternoon of food and good times. Tenured staff were recognized for their time with the organization, which spanned anywhere from 5 to 26 years. The second annual “Ugly Christmas Sweater” contest was held, with SJVV Stockton’s **Felipe Grimaldo** the winner.



## CALIFORNIA: Generous Holiday Gift to Veterans



Representatives from **Gill Ranch Storage** gave **\$5,000** to split between five local veterans for gifts and supplies to make this a truly happy Christmas for them and their loved ones.

This is the third year that they have given this generous gift to families that are receiving services from our **San Joaquin Valley Veterans** program.

## FLORIDA: *The "Thankful Tree"*

*By Sandy Patnode, Community Project Coordinator*



**WestCare GulfCoast Florida** and **Florida Reentry Academy** brought in the Holiday Season for the **My Recovery Matters for Successful Reentry/Second Chance Mentoring Program** clients with a class built around the "Thankful Tree". Clients were asked to reflect on who and what they are thankful for, and to write them down on a small card. The cards were then placed on the "Thankful Tree" as a reminder of what truly matters — spirituality, families, health, and recovery. Oh, what a great night it was! A night spent embracing the goodness in the world. A night that lifted the clients up, and reminded all of the importance of being thankful.

This class project led into a discussion about the need to communicate with those around us — to reach out and say thank you to the folks who have helped us — a mentor, a family member, a teacher, or someone who gave us a gentle nudge with a few kind words. The clients were reminded of the many tools in their "recovery tool kits" and now recognize thankfulness as a "go to" tool as they navigate their recovery. The "Thankful Tree" was a reminder to focus on our blessings in a world that is often overfilled with our day to day struggles.

Yes, it was a great night — a night of reflection — truly a night illuminated by thankfulness.

## FLORIDA: *If You Ever Wonder If You Are Making a Difference*

*(This unsolicited letter was received at WestCare Florida)*

*"I'm a former Village South residential client and I am writing this letter to let you know of my experience there and an employee that impacted my life greatly.*

*I arrived at this program hopeless and broken. I was 45 days sober, living out of my car, my family fragmented, no job or income and completely disillusioned. The only things that I was sure of were that I was alive and GOD was with me. I came*

## FLORIDA: *If You Ever Wonder If You Are Making a Difference (Cont.)*

*on a Thursday, so that weekend was one of the longest weekends of my life. I have never been institutionalized before and never in a treatment program. I dreaded the idea, but I hit rock bottom with nowhere to go but up.*



*Henrietta Ricketts*

*Over the weekend, I came across Ms. Henrietta Ricketts, a Village South Behavioral Health Technician, and my life will never be the same. The woman of God has had a very profound, intense, life changing effect in my life. She was able to see through the entire mask that I was wearing to conceal myself. I can still remember her coming in the morning and waking us up with a song "IT'S A BEAUTIFUL MORNING". I felt so comfortable that I was able to open up and share some of my pain with her and she listened and encouraged me. When I didn't believe that I could make it because of the mess that I made of my life... she gave me HOPE.*

*I walked in there totally hopeless. After attending the orientation classes that she teaches she told me that I have a right to be treated with dignity and respect and that changed my life. She reinforced to me that I am here for a reason and I'm worth it. I always criticize and beat myself up before I allow someone else to do it. She helped me get in touch with my spirituality and help me focus on my objective which is staying clean.*

*I rarely come across someone who takes their job to heart as much as this lady does. She shows nothing but compassion, love, care and understanding for the clients. She gave me hope and that's huge because I didn't think I could make it. She is a shining example of what a dedicated employee should be. She is very professional and she enforces the rules with compassion and I have grown to totally respect her.*

*So, I'm writing to you so that this company can be aware of the asset that you possess in Ms. Henrietta. I have seen clients on the verge of giving up and she talks to them and inspires them. She has become my daily inspiration to go that extra mile and to not give in nor give up no matter what. So I truly thank you for having such a gem of an employee."*

## FLORIDA: *The Village South Awards*



**Admissions**  
*Program of the Year*



**Andrea Horwitz**  
*Clinical Employee of the Year*



**Charlie Gordon**  
*BHT of the Year*



**Cleo James (aka Ms. Angie)**  
*Administration Employee of the Year*



**Danny Blanco**  
*Clinical Employee of the Year*

## FLORIDA: *The Village South Awards (Cont.)*



**Leo Martinez**  
*RLT Member of the Year*



**Lucene Simon**  
*BHT of the Year*



**Ophelia Rudd**  
*Prevention Employee of the Year*



**Raquel DeCardenas**  
*VLT member of the Year*



## FLORIDA: *The Keys Awards*



**Deb Matthews**

*Leadership Team Member of the Year*



**ORP**

*Program of the Year*



**Kathleen Costello**

*Director of the Year*



**Gretchen Brock**

*Administrative Employee of the Year*



**Monet Davila**

*Marathon Employee of the Year*



**Yaiza Sanchez**

*Key West Employee of the Year*

## FLORIDA: *Gulf Coast Awards*



**Heidi Jacobsen and Focus Staff**  
*Program of the Year*



**Millie Phillips**  
*Grand Prize Raffle Winner*



**Maureen Gula**  
*Administrative Employee of the Year*



**Ronda Lieberman**  
*Gulf Coast Leadership Team Employee of the Year*



**Veronica Almy-Wright**  
*Gulf Coast Clinical Employee of the Year*

## FLORIDA & U.S. VIRGIN ISLANDS: *Holiday Party Photos*



## KUDOS! *Our Monthly Shout-Outs to Exceptional Employees*



**Tiffany & Michael Mygind**  
*WestCare California*

Congratulations to **Michael** and his new bride **Tiffany**.

They were married December 5th in Clovis, 10 years to the day after their first date!  
How cool is that?

**Vincent** and **Jimmy** are being hailed as heroes for saving the life of a client at the MLK campus. The man had collapsed and wasn't breathing when the quick-thinking pair rushed to his aid and revived him while waiting for the ambulance. He spent time in intensive care, but has recovered and thanks Vincent and Jimmy (with Employee of the Month trophies) for their heroic actions...over and above the call of duty!



**Vincent Monk and Jimmy Rodriguez Sr.**  
*WestCare California*



**Cards for St. Jude's Hospital Recycling Program**  
*WestCare Florida*

Our employees in the Sunshine State are once again collecting used Christmas cards to send to St. Jude's Hospital for their recycling program. This is a great and easy way to give something back. This is the 7th year they have participated in this wonderful program.

## ILLINOIS: *Big Announcement During the Holidays*

*Submitted by John Zidek, Asst. Program Director*

For the 7th consecutive year, WestCare Illinois offered clients in the therapeutic community the opportunity to decorate housing units in the holiday spirit. Working on this kind of activity during this time of year helps the clients get through the holidays easier. It offers a sense of teamwork, togetherness and eases the pain of not being home with their families.



*Leslie Balonick*

On December 18th, Senior Vice President **Leslie Balonick** joined the **Sheridan Team** for a holiday luncheon at the facility. Not only was it a time for some needed socialization and relaxation, it was also the perfect time to announce WestCare Illinois' newest program -- *Project Rise* -- developed with **Dawn Ruzich** (Director of Research and Evaluation) and **Stacy Munroe** (Grant Development Specialist).

*Project Rise* will provide services to fifty children (age 13-18) of WestCare clients that are incarcerated at Cook County Jail, Crossroads Adult Transition Center or Sheridan Correctional Center. Family Reunification will begin while men are incarcerated. Sessions will include information on substance abuse, violence prevention strategies, communication, forgiveness, and positive parenting. Family Reunification will be extended into the community through post-release services and will include family counseling and a peer support system.

It was truly a joyous celebration as WestCare Illinois takes the next step in evidence-based creative programming for our clients and their families.

## WISCONSIN: *Learning the Value of Self, While Respecting Others*

By James Ferguson II

WestCare Wisconsin's *Face Forward* program will begin 2015 spending more time letting all of our students know that their lives matter and have value. In the wake of recent controversial street deaths, including that of Dontre Hamilton here in Milwaukee, our young African American boys have expressed feelings of self-worthlessness due to their perception of injustice in the American Criminal Justice System. *Face Forward* will spend this year letting these young men know that their lives do matter and have value!



In this picture (above) is *Face Forward* Case Manager **Eric Allen**, with a group of students who were all invited to participate in **Discover Card's Annual Employee Holiday Party** as crewmembers. Great job, guys.

## WYOMING: *Mustaches for Mark!*

WestCare Wyoming staff at WMCI are showing their support for a local state trooper battling cancer. **Mark Shinost** has served the people of Wyoming for 25 years. *Mustaches for Mark* is a Facebook page ([www.facebook.com/mustachesformark](http://www.facebook.com/mustachesformark)) created for Mark so people all over the country can show off their mustaches!

WestCare Wyoming challenges you to show us your 'stache, real or fake! Email pictures to [andrea.smith@westcare.com](mailto:andrea.smith@westcare.com) or [megan.duncan@westcare.com](mailto:megan.duncan@westcare.com).



## QUESTION CORNER: *What Resolution is Most Attainable & Realistic For You?*



*"I am going through the process of becoming a foster parent. I have ten years previous experience and am so looking forward to providing a much needed service.*

*It is a difficult process and very time consuming, but very rewarding. Happy New Year!"*



*"My 2015 resolution that is most attainable is to make sure that I exercise at least 3 times per week to ensure I have more energy and have better health. This will be my way of dealing with getting older and handling stressful situation in my life."*

## QUESTION CORNER: *February Question - Cupid Calling!*

This month's question is: **"Who is Your Valentine?"**

Send us your Valentine's shout-outs (short, mushy messages are fine!), along with a photo, to [john.wallace@westcare.com](mailto:john.wallace@westcare.com) by January 20th.

## INFORMATION TECHNOLOGY: *The IT Corner*

*By Sean Harrigan, Information Technology - Systems Administrator*

**Happy New Year From Your WestCare IT Team!** We were hard at work again in 2014 growing our network and improving our existing network. We brought several sites online, and upgraded a whole lot of sites as well. We improved our backup systems, added storage capacity for our growing data, and completed the Windows 7 roll-out thanks to your help. With all of the growth that we've experienced, our team was outgrown! So, we've added some new team members.

In California, **Philip Valles** joined us to take over support for the region from **Joe Estrada**, who's moved on to manage his very own network. We all wish Joey the best of luck in his endeavors, and thank him for everything he did for us while he was here. We're glad to have Phil with us, who brings valuable experience and knowledge to the team and we hope he'll be here for years to come.



Here at Foundation, **Rolando Castellano** moved into an Administrator position, where he will work on escalated support tickets as well as server and network administration. He's going to be great, and we look forward to his contributions. We also added **Ian Johnson**, a part time employee, and a student of Information Technology. He'll be taking over computer configurations and imaging. He's the guy who gets all of those new computers out the door. We're glad to have him with us, and hope that he'll find all of the experience and knowledge he's looking for. Rolando's former help desk position was filled by **Josh Brahms**, who brings with him a youthful energy and a wealth of technical knowledge. We're all very happy to have Josh in Rolando's old seat, and we're sure he'll do a great job supporting everyone.

Be sure to welcome these new additions to the WestCare family if you have the opportunity to work with them, I'm sure they'll appreciate it. The rest of the team is still here, including our leader, **Matthew Sullenberger**; everyone's favorite Help Desk personality, **Tiffany Johnson**; **Leo Martinez** in Miami; and of course lowly old me. We're all looking forward to a productive new year. We've still got a lot of work to do, upgrading, growing, and supporting our systems, and we're still as dedicated as ever to getting it done. The new expanded team adds a lot of energy and talent that's going to take us a long way in 2015!





## WESTCARE CALENDAR OF EVENTS: *January 2015*

### JANUARY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**January 1**

**HOLIDAY - New Year's Day**

**January 13** (8am-9am PST / 11am-12pm EST)

**Executive Committee Teleconference**

**January 13** (9am-10pm PST / 12am-1pm EST)

**Central Kentucky - CAC Meeting**

**January 13** (3pm-4pm PST / 6pm-7pm EST)

**Florida Gulf Coast - CAC Meeting**

**January 14** (12pm-1:30pm PST)

**Nevada - CAC Meeting**

Foundation Office, NV Conference Room

**January 19**

**HOLIDAY - Martin Luther King's Birthday**

**January 21-22**

**WestCare Management Team Meetings**

Foundation Office, Henderson, NV

**January 22-25**

**Foundation Annual Board Meetings**

Foundation Office, Henderson, NV

**January 28** (5pm-6pm MT)

**Arizona - CAC Meeting**

Bullhead City, AZ