# GRANT & PER DIEM NATIONAL PROGRAM OPERATIONAL GRANTEE CALL

November 12, 2024

 $\pmb{RECORDING\ LINK:}\ \underline{https://veteransaffairs.webex.com/webappng/sites/veteransaffairs/recording/531068518356103dbeee22296cc4579e/playback}$ 

**RECORDING PASSWORD:** Homeless 1!



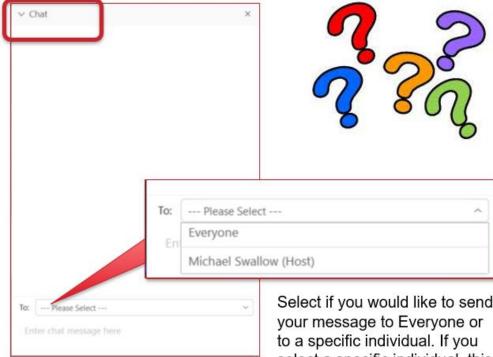


#### HOUSEKEEPING

- This meeting is being recorded.
- Past recordings are available on the GPD provider website: https://www.va.gov/HOMELESS/GPD\_ProviderWebsite.asp
- The webinar will last approximately 60 minutes.
- Mics and video are disabled (but always check to make sure you're on mute).
- Questions can be submitted using the Chat function.

Select the Chat icon on the tool bar at the bottom of the screen.





your message to Everyone or to a specific individual. If you select a specific individual, this will send the message privately so no one else in the meeting will see it.

#### **AGENDA**

#### Announcements

- An acknowledgement of hardship for communities affects by accidents and natural disasters
- Awareness: SAMHSA webinar, "Identifying and Addressing Behavioral Health Needs in Encampments"

#### Presentations

- 38 CFR 61.82 Participant fees for supportive housing (and participant agreements, too): Erin E. Johnson, deputy director, GPD national program office (NPO)
- Financial management updates: Nancy Hegel, Supervisory Financial Analyst, GPD NPO
- Creating co-enrollment success between GPD and HUD-VASH:
  - Jia Son, Regional Coordinator, HUD VASH National Office
  - Melissa Meierdierks, Program Specialist, GPD NPO



# **ANNOUNCEMENTS**





# AN ACKNOWLEDGEMENT OF HARDSHIP

- The GPD national program office team sincerely expresses its condolences to all grantees, VA staff,
   Veterans, and communities impacted by severe events, in particular
  - Asheville, North Carolina
    - Asheville Buncombe Community Christian Mission suffered a complete loss of a GPD facility in the unprecedented flooding associated with the remnants of Hurricane Helene after days of heavy rain earlier
    - Many of the Asheville VA Medical Center staff were forced from their homes
    - All are working together to repair and resume operations
  - Our partners on the west coast of Florida affected by Hurricane Milton
  - Our partner in VISN 10 severely affected by an accidental fire
  - Parts of the country under red-flag warnings and extreme heat
- Please make sure you stay in close contact with the GPD NPO team if you have any questions about how per diem can or cannot be used in times of natural disaster





# SAMHSA WEBINAR

- Identifying and Addressing Behavioral Health Needs in Encampments
- November 13, 2024, at 2:00 pm ET
  - SAMHSA is hosting a webinar November 13, 2024, as part of their Homeless and Housing Resource Center about identifying and addressing behavioral health needs in encampments.
  - People experiencing homelessness experience higher rates of behavioral health conditions, and many symptoms can be caused or exacerbated by their living situations.
  - As communities across the country change how they respond to and interact with encampments, outreach workers, community health workers, and peers continue to be essential team members who foster relationships and trust with encampment residents.
  - These front-line professionals are often first to notice the onset or changes in behavioral health symptoms and serve as trusted individuals who can help support a person across a spectrum of behavioral health needs.
  - This webinar will discuss core principles and engagement techniques for providers to serve as a bridge to care for mental health, substance use, and medical needs.
- Link to register: Webinar Registration Zoom



# 38 CFR 61.82 Participant fees for supportive housing (and participant agreements, too)

Erin E. Johnson, Deputy Director, VA GPD





#### 38 CFR 61.82 Participant fees for supportive housing

- Today we will review a GPD grantee's ability to use participant agreements and charge Veteran participants fees and the oversight of fee administration
- Participant fees and agreements are codified in 38 CFR 61.82
  - Link: <a href="https://www.ecfr.gov/current/title-38/chapter-l/part-61/subpart-F/section-61.82">https://www.ecfr.gov/current/title-38/chapter-l/part-61/subpart-F/section-61.82</a>
  - GPD liaisons from each VA medical center may review fee collection as part of their oversight duties
  - A GPD grantee's responsibility is to ensure that any participant agreements and fees collected conform to GPD regulations
- But first...

#### A refresher on the VA GPD national program office's (NPO) role

- The GPD NPO serves in a primarily consultative role for direct grantee operations
- Direct oversight of GPD grantee operations (e.g., direct Veteran care) is the responsibility of each
   VA medical center, with the VA medical center director being the final decider on approval of Veteran placements (VHA Directive 1162.01)
  - GPD liaisons, however, are not subject matter experts in most fiscal areas, so grantees should
    contact directly the GPD NPO's fiscal team, <a href="mailto:GPDFiscal@va.gov">GPDFiscal@va.gov</a>, for questions about the use of
    per diem funds, emergency expenses, etc.
  - GPD liaisons are your subject matter experts for all things operations and Veteran oversight
- The GPD NPO cannot determine the calculation of individual fees for grantees or VA liaisons, or determine the type of housing when applying HUD fair market rent (FMR) standards; but we can help coach on the regulations, advise on corrective steps if fees are misapplied, and help share ideas

#### Participant fees and agreements are

- Not mandatory for grantees to charge
- Not "rent"
- Not a cause to exclude a Veteran from a GPD program
  - 38 CFR 61.82(f)(4): "Participant agreements may not be used to **exclude homeless veterans with** little or no income from the program"
- Not evidence of a "lease" where the failure to pay could be used as cause for eviction and fees are used to fund eviction costs
  - 38 CFR 61.82(e): "In projects funded under this part where participants sign agreements, VA treats the costs associated with **participant eviction to be as unallowable**."
  - 38 CFR 61.82(f)(3): "Participant agreements must include a clause that allows program participants
    the ability to break the lease or program agreement without penalty for medical or clinical
    necessity."

#### Participant fees and agreements are (continued)

- Not extracurricular fees
  - 38 CFR 61.82(d): "In addition to a participant fee, recipients may charge residents reasonable fees for extracurricular services and activities (extracurricular fee) that participants are not required to receive under the terms of the grant award, are not paid for by VA per diem, or provided by VA. Extracurricular fees must be voluntary on the part of the participant."

#### Participant fees and agreements are

- Allowed for the grantee to implement at their discretion as long as they conform to the regs
- Therapeutic
  - 38 CFR 61.82(c): "Participant fees may be used for costs of operating the supportive housing or to assist supportive housing residents' move to permanent housing and must have a therapeutic benefit."
- Encouraging of self-determination
  - 38 CFR 61.82(f)(2): "Participant agreements must be part of a therapeutic plan to increase self-determination and responsibility."

#### Participant fees and agreements are (continued)

- Fair, clear, and fully documented in operating policies and with the Veteran
  - 38 CFR 61.82(a): "The participant fee determination and collection process/procedures should be documented in the grant recipient's operating procedures to ensure consistency, fairness, and accuracy of fees collected."
  - 38 CFR 61.82(f)(5): "Participant agreements and conditions must be fully disclosed to potential participants and **acknowledged in writing by both parties**."

# 38 CFR 61.82 Participant fees for supportive housing

- https://www.ecfr.gov/current/title-38/chapterl/part-61/subpart-F/section-61.82
- Read each section carefully and in its entirety
- Consult with your GPD liaison with questions if you implement fees
- Document, document, document

#### ECFR CONTENT

#### § 61.82 Participant fees for supportive housing.

- (a) Each participant of supportive housing may be required to pay a participant fee in an amount determined by the recipient, except that such participant fee may not exceed 30 percent of the participant's monthly income after deducting medical expenses, child care expenses, court ordered child support payments, or other court ordered payments; nor may it exceed the program's set maximum rate or the HUD Fair Market Rent for that type of housing and its location, whichever is less. The participant fee determination and collection process/procedures should be documented in the grant recipient's operating procedures to ensure consistency, fairness, and accuracy of fees collected. The participant's monthly income includes all income earned by or paid to the participant.
- (b) Retroactive benefit payments from any source to program participants, for the purpose of this part, may be considered income in the month received and therefore may be used in calculating the participant fee for that month.
- (c) Participant fees may be used for costs of operating the supportive housing or to assist supportive housing residents' move to permanent housing, and must have a therapeutic benefit.
- (d) In addition to a participant fee, recipients may charge residents reasonable fees for extracurricular services and activities (extracurricular fee) that participants are not required to receive under the terms of the grant award, are not paid for by VA per diem, or provided by VA. Extracurricular fees must be voluntary on the part of the participant.
- (e) In projects funded under this part where participants sign agreements, VA treats the costs associated with participant eviction to be as unallowable.
- (f) Use of participant agreements.
  - (1) Participant agreements must be between the grant recipient of record and the program participant.
  - (2) Participant agreements must be part of a therapeutic plan to increase self-determination and responsibility.
  - (3) Participant agreements must include a clause that allows program participants the ability to break the lease or program agreement without penalty for medical or clinical necessity.
  - (4) Participant agreements may not be used to exclude homeless veterans with little or no income from the program.
  - (5) Participant agreements and conditions must be fully disclosed to potential participants and acknowledged in writing by both parties.

(Authority: 38 U.S.C. 501, 2011, 2012, 2061)



#### 38 CFR 61.82(a) verbatim

- "Each participant of supportive housing may be required to pay a participant fee in an amount determined by the recipient
  - Except that such participant fee may not exceed 30 percent of the participant's monthly income
    after deducting medical expenses, childcare expenses, court ordered child support payments, or
    other court ordered payments
- Nor may it exceed the program's set maximum rate or the HUD Fair Market Rent for that type of housing and its location, whichever is less
- The participant fee determination and collection process/procedures should be documented in the grant recipient's operating procedures to ensure consistency, fairness, and accuracy of fees collected
- The participant's monthly income includes all income earned by or paid to the participant"

Notes about FMR—HUD sets FMR: <a href="https://www.huduser.gov/portal/datasets/fmr.html">https://www.huduser.gov/portal/datasets/fmr.html</a>

• For example, I've used the link above and located my local FMR for the county of "my" GPD unit:

Final FY 2025 & Final FY 2024 FMRs By Unit Bedrooms					
Year	<u>Efficiency</u>	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
FY 2025 FMR	\$1,233	\$1,319	\$1,614	\$1,945	\$2,359
FY 2024 FMR	\$1,289	\$1,398	\$1,693	\$2,047	\$2,536

- Great, I have a one-bedroom unit, so my FMR calculation is \$1,319, right? But, actually, two Veterans share the bedroom in my one-bedroom unit...
- So, the FMR need to be prorated among the number of Veterans sharing the bedroom to find the maximum FMR allowed (\$659.50)
- Bottom line: FMR may need to be prorated if Veterans are sharing rooms (check with PHA)



#### "Windfalls" from retroactive benefit payouts, etc.

- Yes, lump-sum benefit payments (for example) may be considered in the program fee calculus in the month they were received by the Veteran (and not moving forward)
  - 38 CFR 61.82(b): "Retroactive benefit payments from any source to program participants, for the purpose of this part, may be considered income in the month received and therefore may be used in calculating the participant fee for that month."
  - If you know impending debt will be coming due in a soon-upcoming month, however, please make a good-faith effort to account for the debt and encourage Veteran repayment

#### That was the easy part...now for the "soft skill" challenges

- What should happen if fees have been overcharged?
- What to do about milieu management when Veterans are bickering about fees, "narcing" on other participants, and in general griping about it?
- How to make fees be seen as a benefit to Veterans?

#### That was the easy part... now for the "soft skill" challenges

- What should happen if fees have been overcharged?
  - The grantee and the GPD liaison consult together and the liaison acts in an oversight role
  - Establish the dates the error began and the error was identified
  - Establish a reasonable "look-back" period and develop a list of all Veterans overcharged
  - Calculate for each Veteran the amount overcharged
  - Make a good-faith effort to contact each Veteran and reimburse them the amount of overpayment
  - Immediate update internal written policies to include how to correctly calculate fees
  - Liaisons should note this event in the administrative file
- But won't word get out in the community and Veterans will come to our door looking for payment?
  - This is likely, so grantees should read the regs, consult with the VA medical center liaison, and make sure to calculate fees correctly from the start

That was the easy part...now for the "soft skill" challenges

- What to do about milieu management when Veterans are bickering about fees, "narcing" on other participants, and in general griping about it?
  - Brainstorm
  - Talk with other providers
  - Get creative and focus on the benefits

### **REAL-LIFE GRANTEE DISCUSSION**

Grantee Alpha: We stopped charging fees because it just became too unmanageable. The guys were accusing each other of hiding money and didn't understand why some had to pay and some didn't. They'd claim others were working under-the-table and hiding it. It became a mess.

Grantee Bravo: We know some people just won't pay. We've worked through this by charging fees, but we tie it to a letter of recommendation to future landlords. If you pay the fees, great—you get a letter from us vouching for how you paid every month. If you choose not to pay the fees, you don't get a letter of reference.

#### That was the easy part... now for the "soft skill" challenges

- How to make fees be seen as a benefit to Veterans?
  - Be clear with Veterans, manage expectations, and have strong case managers
  - Idea from several grantees: Consider putting the collected fees aside into an account for the Veteran to be given back when moving into permanent housing
  - Ensure that if you're saving fees to return to Veterans, the policy is exceptionally clear, financial
    controls are exceptionally tight, trust is built with the Veteran, and reserved fees are safeguarded
    and secure
- But back to our lead-off conversation, the GPD NPO cannot make these decisions for grantees or liaisons—conform to the regulations while centering on the aim of benefiting the Veteran, reach out for guidance when you need it
- How do you manage fees and agreements?

## LINKS TO BOOKMARK

- https://www.ecfr.gov/current/title-38/chapter-I/part-61?toc=1
- https://www.huduser.gov/portal/datasets/fmr.html
- https://www.va.gov/HOMELESS/docs/GPD/providers/Recipient\_Guide\_Transitional\_Housing.pdf
- https://www.va.gov/HOMELESS/GPD\_ProviderWebsite.asp

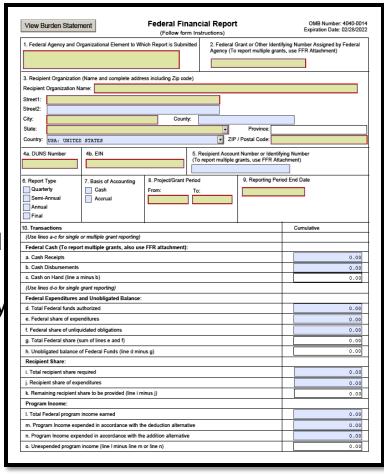
# FINANCIAL MANAGEMENT UPDATES





# **FEDERAL FINANCIAL REPORT (SF-425)**

- All grantees are required to submit a <u>Federal Financial Report (SF-425)</u> documenting actual costs incurred during fiscal year (FY) 2024.
  - Reporting period is from October 1, 2023 September 30, 2024.
  - A separate report must be submitted for each FAIN.
  - Submission of these reports is a condition of these awards and a requirement to receive Federal funding.
- SF-425's will be reviewed by VA's Office of Business Oversight (OBO).
  - Submit the completed <u>SF-425</u> <u>and</u> the supporting documentation (general ledger) to <u>GPD425@va.gov</u>.
  - Signatures on the SF-425 must be wet ink or a true electronic signature by an authorized representative of your organization.
- SF-425 submissions <u>due no later than Thursday, January 30, 2025.</u>
  - Early submissions are encouraged.
  - GPD will issue a withholding of payments for any grant projects that have not submitted a properly completed SF-425 and general ledger by the due date.



### FINANCIAL MANAGEMENT – REMINDERS

#### **Special Need Awards**

SN-22: Awards will be closed out within 120 days (1/30/25)

#### • SN-25:

- Project/Budget period 10/1/2024 9/30/2026
- These awards have a new FAIN. Use Caution when submitting payments after October 1, 2024, to ensure billing against the correct award

#### **Case Management**:

 FY24 4th quarter financial reporting in eGMS is not required due to annual SF-425 Federal Financial Report requirement.

#### **General Reminder:**

- Include FAIN on email to GPDFiscal@va.gov and GPDGrants@va.gov

#### **GRANT PER DIEM PAYMENTS**

#### Per diem rate monitoring and modifications

- Per diem is up to 100% of the estimated cost of care, minus other sources of income (<u>38 CFR 61.33(c)</u>).
- Grantees must monitor their per diem rate for accuracy (monthly)
- Grantees are required to submit a rate modification request if their per diem rate does not accurately reflect their allowable and allocable costs incurred
- Rate modifications may be submitted through eGMS at any point during the grant lifecycle and are effective the 1<sup>st</sup> of the month following a properly submitted request (<u>How-to Submit a Rate</u> <u>Modification</u>)
- •Grantees may not accrue substantial unobligated funds through the over-estimation of their per diem rate
  - o This is non-compliant with the terms and conditions of the GPD grant
  - Excessive accrual of unobligated funds demonstrates a lack of internal controls (2 C.F.R §200.303)
  - Federal payments require that "payment methods must minimize the time elapsing between the transfer of funds from the United States Treasury or the pass-through entity and the disbursement by the non-Federal entity" (2 C.F.R §200.305)



### **GRANT PER DIEM PAYMENTS**

#### **GPD Provider Website**

#### **Fiscal Information**

#### **Per Diem Rate Request Information**

Please submit the completed request through the <u>Electronic Grants Management System (eGMS)</u>. Please direct questions to <u>GPDFiscal@va.gov</u>.

#### **Transitional Housing Per Diem Rate Request Information:**

- NEW Per Diem Rate Request Instructions
- How-to: Submit an Initial Per Diem Rate Request in eGMS (activation)
- How-to: Submit a Per Diem Rate Modification (increase/decrease)

#### **NEW Per Diem Rate worksheet templates:**

(**Note:** these templates are for personal use only, they are not part of the requirements to submit a Per Diem Rate request in eGMS)

- Per Diem Only
- Transition in Place
- Special Need
- Service Center

## OFFICE OF BUSINESS OVERSIGHT

#### **Upcoming Fiscal Reviews:**

- -Rowan Helping Ministries November 18 22, 2024
- -Caring Services Inc. November 18 22, 2024
- -Steps to Recovery Inc. November 18 22, 2024
- -Joseph House Inc. November 18 22, 2024
- -The Salvation Army(Atlanta) November 18 22, 2024
- -Montachusett Veterans Outreach Center Inc. December 3 5, 2024
- -Matthew 25, Inc. December 3 5, 2024
- -Operation Stand Down Tennessee December 3 5, 2024
- -Volunteers of America Colorado December 10 12, 2024
- -New Directions, Inc.- December 10 12, 2024
- -Single Room Occupancy Housing Corp December 10 12, 2024
- -Union Gospel Mission December 10 12, 2024

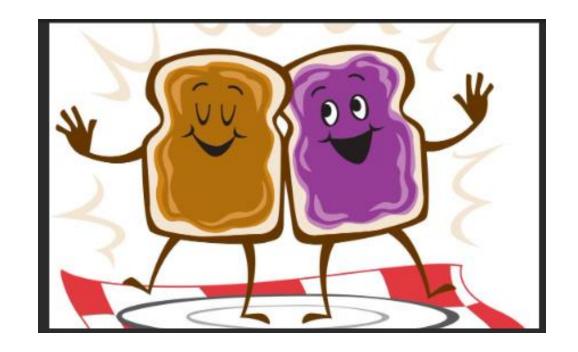
# CREATING CO-ENROLLMENT SUCCESS: GPD AND HUD-VASH





# **QUESTION: DYNAMIC DUOS**

In the chat box, name a famous Dynamic Duo.....



## WHAT IS CO-ENROLLMENT?

- Co-enrollment is when a Veteran is enrolled in more than one VA homeless program at any given moment.
- VA encourages co-enrollments that will support Veterans in accessing sustainable permanent housing more quickly.
- VA homeless resources are robust and may need to come from multiple programs to help a Veteran gain access to and remain in permanent housing. We must strategically partner to look at the resources available from VA and the community.



## **Driving Question:**

What combination of resources and services are needed to meet the Veteran's or Veteran family's individual housing goals, needs and desires as quickly and responsibly as possible?

### BENEFITS OF CO-ENROLLMENT

#### Drop in the chat box benefits of co-enrollment...

- Beneficial for Veterans and Veteran families.
- Reduces burnout and the need for staff to be experts on everything and do everything.
- Reduces duplication of efforts and limits gaps in service coordination.
- Expedites permanent housing placements and appropriate housing supports.
- Allows your system the flexibility to strategically use the strengths and resources available to assist Veterans and Veteran families.
- Allows for discussion and formalization of roles and responsibilities across programs.

## TRUE OR FALSE

A Veteran must be in GPD for minimum of 30 days before they can be referred to HUD VASH?





### MENU OF ONE TEAM OPTIONS

- Grant Per Diem (GPD)
- Health Care for Homeless Veterans (HCHV)
- Homeless Veteran Community Employment Services (HVCES)
- Veteran Justice Programs (VJP)
- Homeless Patient Aligned Care (HPACT)

- HUD-VASH
- Supportive Services for Veteran Families (SSVF)
- All Community Partners
- Other VA Internal Stakeholders

## POLL QUESTION: CO-ENROLLED COMMUNICATION

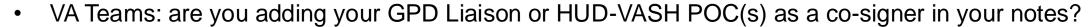
We (grantee and GPD Liaison) meet with the assigned HUD-VASH case manager/team to review co-enrolled Veterans in GPD:

- a. 1x/week
- b. 1x/month
- c. 1x/quarter
- d. We meet 1x/per GPD episode and that is 30 days from discharge
- e. We do not meet but the Veterans update us on their HUD-VASH progress

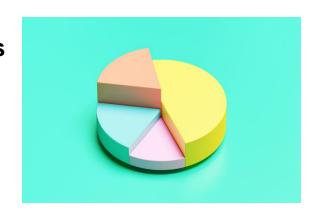


#### Do you have a clear communication plan for co-enrolled Veterans?

- When a co-enrolled Veteran is admitted into GPD, does the TEAM (HUD-VASH, grantee, and Liaison)
  meet within the first 30 days?
  - Create a 30-60-90-day punch list on remaining steps to PSH/PH
  - Setting a "soft discharge date" together
  - Roles & Responsibilities: Shared Veterans = Synchronized Approaches
     What is piece is the grantee responsible for?
    - What is the HUD-VASH team responsible for?
    - What is the Veteran responsible for?
    - What is the Liaison Responsible for?

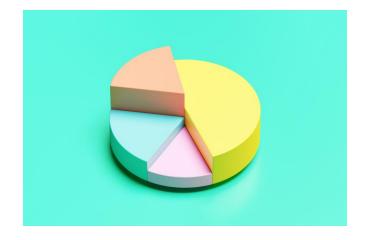


Does the team have a discharge planning huddle or session 30-45 days prior to GPD exit?



#### Developing a synchronized approach:

- Who hosts/co-hosts the co-enrolled meetings?
- Attendees: are all the teams this Veteran is co-enrolled with invited?
- Dedicated time specifically targeting co-enrolled Veterans i.e. weekly or bi-monthly time dedicated to GPD Huddles with grantee/HUD-VASH/Liaison:
  - Create a co-enrolled 30-60-90-day punch list on remaining steps to PH/PSH
  - Setting a "soft discharge" date together
  - Roles & Responsibilities: Shared Veterans = Synchronized Approach
    - What is piece is the grantee responsible for?
    - What is the HUD-VASH team responsible for?
    - What is the Veteran responsible for?
    - What is the Liaison Responsible for?



- Review what is the HUD VASH stage of case management <u>HUD-VASH Stages of Case Management Quick Guide\_FINAL.pdf</u> (sharepoint.com)
- GPD Length of stay and reviewing the punch list on steps to PH/PSH (making adjustments in "real time")



#### Is the synchronized approach reflected clearly in your documentation?

Grantee: Veteran case plans or individual service plan (ISP)

- Is it written in SMART goal fashion?
  - "Housing in HUD-VASH" does not help us understand what specific step of the housing process the Veteran is in, who is responsible for which piece of the process, and no measurability
- Is the identified HUD-VASH Team or POC listed in the ISP (and updated)?
- Veterans who are interested in employment and co-enrolled in HUD-VASH, do you invite the HUD-VASH employment specialists to the staffing for those Veterans who may need and additional
   1:1 ?
- How quickly do you pull in HUD-VASH CM and GPD Liaison in on unexpected changes, concerns, or behaviors?



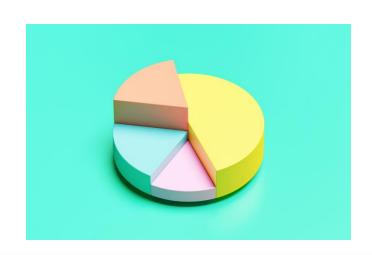
#### Grantee and VA Teams:

- Review data to support increased collaboration with PSH/PH results
  - Performance Outcomes (GPD1, GPD2, GPD3)
  - What is the average GPD length of stay at your site currently and what is it for Veterans who are co-enrolled?
- Create a synchronized process with frequent communication and make *yourself* accountable
- Build in flexibilities to allow easy adjustments that may need to be made to your punch list with the co-enrolled Veterans
- Feed off each others' strengths and celebrate successes ...BIG and SMALL

### **CO-ENROLLMENT CASE SCENARIO:**

A 70% SC, female Veteran has been in your GPD low demand model for 60 days and is co-enrolled in HUD-VASH (Intensive case management stage). In your session with the Veteran, you ask her to share what items she is working on for her housing plan, she states, "I am in VASH, I know I signed some papers last week, but I can't remember what they were for?"

What steps would you take with this Veteran and what co-enrolled communication should be activated?







# ONE TEAM APPROACH ACROSS VA HOMELESS PROGRAMS AND THE COMMUNITY

# By-Name List (BNL) and Case Conferencing

We fully commit to case conferencing, list management, and cross-program collaboration in the overall system, as well as individual Veteran-level planning.

#### **Data and Equity**

We will use data to inform strategies that promote equitable access to and delivery of critical outreach and housing.

#### **Working Together**

We are working together as One Team which means that each Veteran, their housing needs and goals, are our collective responsibility. It is an honor to work together.

#### Veteran

#### **Same Day Access**

We will fully coordinate outreach and linkages to interim housing with "same day" access and cross-referral protocol.

#### **Balanced Approach**

We will lead a balanced approach to offer the necessary supports to sustain long-term tenancies, and limit returns to homelessness.

#### **Prioritize Housing**

We must prioritize housing placements and retention strategies for homeless or at-risk Veterans and Veteran families.



## **GRATITUDE & SUCCESS**

#### **GRATITUDE:**

- What are you grateful for this season?
- What are you most proud of?
- Is there a success story your community would like to share?

#### **FY24: Success**

- Total of 6,321 Veterans placed in permanent housing from GPD
- Veterans exited GPD with HUD-VASH voucher: 4,421

On behalf of the GPD and HUD-VASH National Program Offices, we wish you a happy holiday season!



# GRATITUDE

Wishing you all a safe and healthy
Thanksgiving and we also wish to honor all
those who served and continue to serve in
the spirit of Veterans Day.







# **WRAP UP**

- Our next meeting is
  - Tuesday, December 10 @ 2pm EST, 1pm CST, 12pm MST/AZ, 11am PST, 10am AK, 9am HI

