

### **NEBRASKA AUDITOR OF PUBLIC ACCOUNTS**

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June 22, 2016

Fr. Thomas Dunavan, President Project Response 1820 Fulton Street Falls City, NE 68355-2234

Dear Fr. Dunavan:

As you know, the Nebraska Auditor of Public Accounts (APA) was contacted with certain concerns regarding Project Response, Inc. (Project Response) financial operations. In response thereto, the APA began limited preliminary planning work to determine if a full financial audit or attestation of Project Response would be warranted. As part of that work, the APA requested specific information pertaining to Project Response's financial transactions or compliance matters dating back to January 2014.

Based upon the outcome of this preliminary planning work, the APA has determined that a separate financial audit or attestation of Project Response is unnecessary at this time. However, during the course of our preliminary planning work, we noted certain internal control or compliance matters, or other operational matters within Project Response, that are presented below. The following information is intended to improve internal controls or result in other operational efficiencies.

The concerns addressed herein are similar to issues raised by this office in an August 2012 letter to your attention.

### **Background**

Project Response is organized as a 501(c)(3) non-profit organization. The following Board members are listed on its website, at http://projectresponseinc.org/, as of June 8, 2016:

- Father Thomas Dunavan
- Darolyn Seay
- Dr. Anthony Citrin
- Brent Lottman

The Executive Director (Director) is Dawn Parriott.

Also according to its website, "Project Response, Inc. is a crisis center that provides support and advocacy to victims of domestic violence, sexual assault, and other related issues. We also provide services to the families, friends, and loved ones of abuse victims."

Project Response received over half of its total revenues from government grants based on the APA's review of its 2014 Internal Revenue Service (IRS) Form 990, covering the fiscal year ended June 30, 2015.

The following table provides a summary of the State funds paid to Project Response for fiscal years 2014 and 2015.

		Amount	Received	
Grant Name	Granting Agency	FY2014	FY2015	Totals
	Nebraska Department of Health and			
Domestic Abuse Aid	Human Services (DHHS)	\$18,328.00	\$68,031.00	\$86,359.00
Family Violence				
Prevention and Services	DHHS	\$57,300.00	\$5,920.00	\$63,220.00
Victims of Crime Act	Nebraska Commission on Law			
(VOCA) Victim	Enforcement and Criminal Justice			
Assistance	(Crime Commission)	\$49,464.50	\$51,561.75	\$101,026.25
Totals		\$125,092.50	\$125,512.75	\$250,605.25

Project Response receives additional government grants through an agreement with the Crisis Center for Domestic Abuse/Sexual Assault (Crisis Center), which agreed to provide \$217,694 over a three-year period (2014-2016). The U.S. Department of Justice (DOJ) made a \$1 million grant to the Crisis Center, which allocated the funds between itself, Project Response, Hope Crisis Center, and Voices of Hope. Because the grant did not flow through the State, the APA was unable to determine the exact amount received by Project Response in each fiscal year. According to the agreement with the Crisis Center, however, Project Response's share was \$70,885.67 and \$72,548.67, in fiscal years 2014 and 2015, respectively.

In its 2012 letter to Project Response, the APA addressed the following issues:

- The Director's mileage reimbursement was higher than the IRS standard mileage rate;
- The Director's mileage and expense logs were not approved by another individual or the Board;
- The Director's travel logs did not always include sufficient detail to show where the employee traveled. Among the missing specifics were destinations, travel start and stop times, the nature of the meetings attended, or supporting documentation, such as meeting agendas;
- The Director appears to have made personal purchases using the Project Response debit card, later paying back those personal charges; and
- The Director approved her own expense reimbursement vouchers, signed her own payroll checks, and signed blank checks in advance for use when she was out of town on travel.

As explained below, some of these previously addressed issues remain ongoing concerns.

#### Summary of Issues

Most of the concerns addressed herein relate to the Director's travel reimbursements; therefore, the APA has summarized all of the Director's travel reimbursements from January 2015 through March 2016.

The following table provides a summary of the areas of concern with that travel. The dates highlighted in yellow represent dates for which no documentation was available to support the travel. The dates highlighted in red represent dates for which the documentation seems suspicious or may even have been falsified.

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The DHHS Family Violence Prevention and Services grant and the DOJ's Office on Violence Against Women Rural grant each pay 50 percent of the Director's salary. Her travel expenses are paid with Project Response general fund resources, which include donations, contributions, and other fund sources.

The following table summarizes the Director's salary and travel costs on days for which Project Response had either no or possibly falsified documentation:

Issue	Days	Mileage Paid	Salaries Paid	Total Paid
Potentially Falsified Travel Information (Red)	23	\$4,830.02	\$4,041.33	\$8,871.35
Lack of Supporting Travel Documentation (Yellow)	82	\$9,465.32	\$14,015.76	\$23,481.08
Totals	120	\$14,295.34	\$18,057.09	\$32,352.43

See **Exhibit A** for details for each month.

The APA also determined that over \$15,000 of the expense reimbursements were actually paid in advance of or during the travel and certain mileage payments were overpaid by approximately \$400.

The following comments and recommendations address these issues in greater detail.

### 1. <u>Possibly Falsified Information</u>

The APA identified 23 days for which the documentation provided to support the Director's travel may have been falsified. Most of these trips were supported only by unofficial agendas that appear to have been copied or printed directly from workshop or training websites, as opposed to having been obtained at the event itself. Conversely, for those far fewer occasions when the agenda provided could have been legitimate, no additional documentation, such as registration information, was included.

The following table details the lack of documentation for the 23 days identified:

	Date	Dav	Mileage Paid	Salary Paid	Total	Workshop Description	Location (Presenter)
		J	ilar to That				
1	4/21/2015	Т	\$230.58	\$175.71	\$406.29	Making a Strong Case in Sustainability	Kearney Library (Matt)
2	4/22/2015	W	\$195.50	\$175.71	\$371.21	Teen Dating Violence Training Workshop - Part 2	Wayne
3	4/23/2015	Th	\$284.05	\$175.71	\$459.76	Leadership Training Institute	Broken Bow (Dave)
4	5/18/2015	М	\$124.20	\$175.71	\$299.91	Domestic Violence & Sexual Assault Training	Fremont (Julie)
5	5/20/2015	W	\$284.05	\$175.71	\$459.76	Core Competencies for Leadership (Workshop for Effective Leaders)	Broken Bow
6	5/21/2015	Th	\$124.20	\$175.71	\$299.91	Creating Your Sustainability Plan	Fremont
7	6/3/2015	W	\$187.45	\$175.71	\$363.16	When It's Time to Show Them Who's Boss	Grand Island (Alex)
8	6/5/2015	F	\$284.05	\$175.71	\$459.76	5 Elements of Creative Fundraising	Broken Bow (Mike)

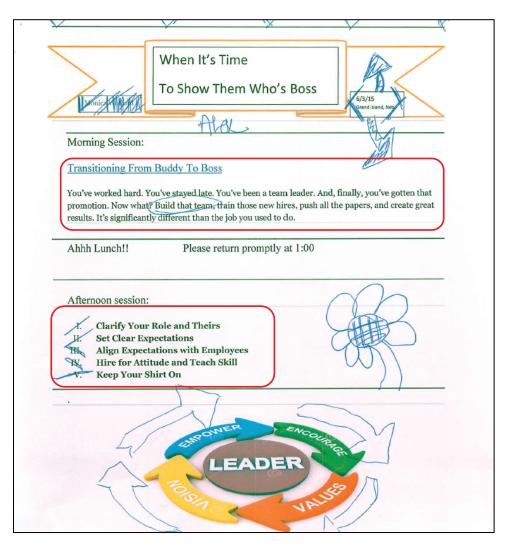
	Date	Day	Mileage Paid	Salary Paid	Total	Workshop Description	Location (Presenter)
9	6/17/2015	W	\$195.50	\$175.71	\$371.21	Managing Diversity in the Workplace	Wayne (Sherrie Scott)
10	6/18/2015	Th	\$157.55	\$175.71	\$333.26	Community Involvement	Geneva (Mitzi Werther)
11	7/13/2015	М	\$157.55	\$175.71	\$333.26	Self-Care	Geneva (Susan Grimes)
12	7/14/2015	Т	\$224.25	\$175.71	\$399.96	Dealing with Bullies at Work	Norfolk (Don Williams)
13	7/15/2015	W	\$195.50	\$175.71	\$371.21	Team Building	Wayne (Ruth Bass)
14	9/11/2015	F	\$230.58	\$175.71	\$406.29	Transgender & Violence	Kearney (John Jacobs)
15	9/15/2015	Т	\$224.25	\$175.71	\$399.96	Sustainability for Non-Profits	Norfolk (Angela Simpson)
16	9/18/2015	F	\$195.50	\$175.71	\$371.21	Stalking & Domestic Violence	Wayne (Meagan)
	An Agenda	was Pro	vided Withou	ut Any Other	Support to V	erify the Conference or Workshop	
17	5/22/2015	F	\$230.58	\$175.71	\$406.29	Domestic Violence	Kearney
18	6/2/2015	Т	\$86.25	\$175.71	\$261.96	Effective Employee Evaluations	Lincoln (April)
19	6/4/2015	Th	\$195.50	\$175.71	\$371.21	Dating Violence Workshop	Wayne (Heather)
20	6/16/2015	Т	\$230.58	\$175.71	\$406.29	Developing Response to Staff	Kearney (Marsha Nixon)
21	6/19/2015	F	\$284.05	\$175.71	\$459.76	Effective Employee Performance Reviews	Broken Bow
22	9/10/2015	Th	\$224.25	\$175.71	\$399.96	Sustainability	Norfolk (Julie Hill)
23	9/17/2015	Th	\$284.05	\$175.71	\$459.76	The Batterer's Impact on Children & Strengthening the Mother-Child Relationship	Broken Bow
Tot	als		\$4,830.02	\$4,041.33	\$8,871.35		

Whether legitimate or otherwise, none of the agendas provided for these trips contained sufficient details to substantiate whether the conference or workshop actually occurred. For example, start and stop times were not identified, nor were the host organization and the exact location of the conference. Project Response was also unable to provide registration information for any of these events, even in cases where lunch was being served, and it would have been important to identify the number of attendees.

When questioned by the APA the Director was unable to identify or provide the specific names of the entities providing the conferences or workshops nor was she able to provide the names of any individuals who could confirm her attendance. Additionally, the Board was unable to confirm her attendance because the Director had not reported to them what she had learned at the conferences or workshops.

As noted already, much of the support provided by Project Response for the Director's workshop attendance appears to have been copied or downloaded directly from the Internet. The agendas provided included titles and topics that were easily found using a simple Google search of the language included on the workshop agendas themselves.

For example, the Director submitted the following agenda to support travel to a June 3, 2015, workshop.



The APA found the following information on the NonProfit Times website at <u>http://www.thenonprofittimes.com/npt-jobs-blog/page/5/</u> (June 3, 2016):

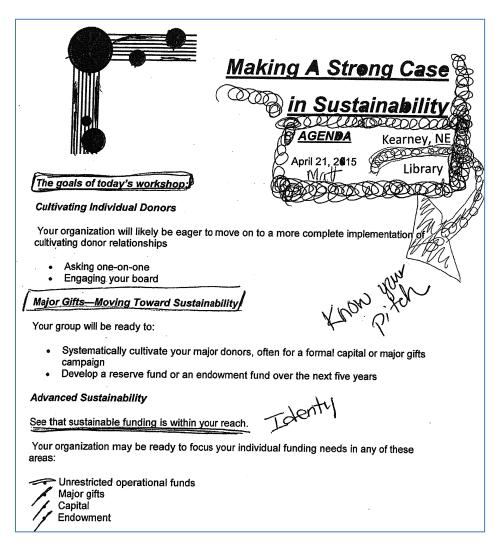
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In another instance, the APA contacted the Kearney Public Library in Kearney, Nebraska to confirm that a "Making a Strong Case in Sustainability" workshop supposedly attended by the Director had been held on April 21, 2015. The Library responded that only the following meetings were scheduled on that date:

- Sewing Guild
- ESU 15
- Gardening Club
- Girl Scouts
- Condominium
- Nebraska Children Home Society Meeting

Because the Library was unable to confirm that the workshop in question took place, the information provided by the Director appears to have been inaccurate.

The Director had offered the following agenda as support for her attendance at that workshop:

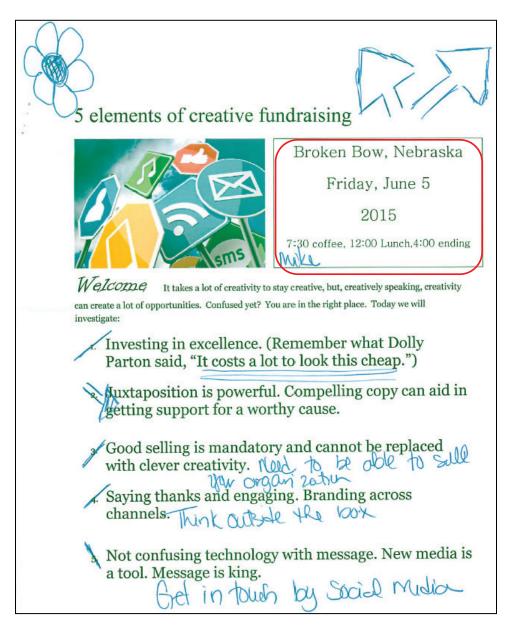


Finally, the Director claimed that she rarely spent the night at any of these out-of-town conference locations. This appears problematic given some of the travel distances involved.

For instance, the agenda offered in support of her attendance at an event held in Broken Bow, Nebraska, lists the start time as 7:30 a.m. To drive from her home in Peru, Nebraska, to the conference site would have taken approximately four hours, requiring the Director to leave home at 3:30 a.m. Moreover, had she attended the entire conference, which was slated to conclude at 4:00 p.m., she would have returned home at approximately 8:00 p.m., resulting in an almost 17-hour day.

The Broken Bow trip occurred one day after she claimed to have attended a conference in Wayne, Nebraska. To drive to that event, she would have had to have leave her home at 5 a.m., returning at 7 p.m., for a 14-hour day.

The agendas for the Broken Bow and Wayne events are below:





These are but a few examples of the suspect documentation provided in support of the Director's travel. For complete details of the 23 days for which the documentation was either uncorroborated or appears to have come from on-line sources, see **Exhibit B**.

Good internal control requires procedures to ensure that payments made for travel are supported by adequate documentation specifying important event details – not the least of which is the identity of the organization that hosted the workshop or conference – and other records, such as original registration forms or receipts. Without such procedures, there is an increased risk for misuse of Project Response funds. We recommend the Board implement procedures to ensure appropriate monitoring of all Project Response financial activities, including a documented review of all mileage reimbursements to ensure the trips are supported by adequate documentation. Finally, due to the possibility that fraudulent activity may have occurred, we are forwarding this matter to the Nemaha County Attorney.

#### 2. Lack of Supporting Documentation

The APA also identified 82 days for which the Director failed to provide any documentation whatsoever to support the meeting, conference, or workshop attended. The following table illustrates each of those days, providing a description of the event.

	Date	Day	Mileage Paid	Salary Paid	Total	Other Travel Description	Location
1	1/8/2015	Th	\$224.25	\$170.58	\$377.58	CSI	Norfolk
2	1/9/2015	F	\$187.45	\$170.58	\$358.03	Sustainability Meeting	Grand Island
3	1/15/2015	Th	\$86.25	\$170.58	\$256.83	CSI Meeting	Lincoln
4	1/16/2015	F	\$230.58	\$170.58	\$401.16	Sustainability Meeting	Kearney
5	1/20/2015	Т	\$157.55	\$170.58	\$328.13	PREA Meeting	Geneva
6	1/21/2015	W	\$41.98	\$170.58	\$212.56	SA Meeting	Falls City
7	1/22/2015	Th	\$335.80	\$170.58	\$506.38	Sustainability Meeting	North Platte
8	1/23/2015	F	\$288.08	\$170.58	\$458.66	Meeting	O'Neill
9	1/28/2015	W	\$284.05	\$175.71	\$459.76	Peer Meeting	Broken Bow
10	1/29/2015	Т	\$195.50	\$175.71	\$371.21	Sustainability Meeting	Wayne
11	1/30/2015	F	\$157.55	\$175.71	\$333.26	PREA	Geneva
12	2/5/2015	Th	\$86.25	\$175.71	\$261.96	Sustainability Meeting	Lincoln
13	2/6/2015	F	\$195.50	\$175.71	\$371.21	CSI Meeting	Wayne
14	2/9/2015	М	\$92.00	\$175.71	\$267.71	CSI Meeting	Omaha
15	2/10/2015	Т	\$187.45	\$175.71	\$363.16	Peer Meeting	Grand Island
16	2/11/2015	W	\$86.25	\$175.71	\$261.96	Sustainability Meeting	Lincoln
17	2/12/2015	Th	\$230.58	\$175.71	\$406.29	CA Meeting	Kearney
18	2/13/2015	F	\$86.25	\$175.71	\$261.96	Sustainability Meeting	Lincoln
19	2/19/2015	Th	\$230.58	\$175.71	\$406.29	Sustainability Meeting	Kearney
20	2/20/2015	F	\$195.50	\$175.71	\$371.21	CSI Meeting	Wayne
21	2/23/2015	М	\$86.25	\$175.71	\$261.96	Supplies for Store	Lincoln
22	2/24/2015	Т	\$187.45	\$175.71	\$363.16	Sustainability	Grand Island
23	2/25/2015	W	\$157.55	\$175.71	\$333.26	PREA	Geneva
24	2/26/2015	Th	\$86.25	\$175.71	\$261.96	Sign MOU	Lincoln
25	2/27/2015	F	\$230.58	\$175.71	\$406.29	CAC	Kearney
26	3/3/2015	Т	\$40.25	\$175.71	\$215.96	Hospital	Falls City
27	3/4/2015	W	\$230.58	\$175.71	\$406.29	Sustainability Meeting	Kearney
28	3/5/2015	Th	\$157.55	\$175.71	\$333.26	PREA	Geneva
29	3/11/2015	W	\$284.05	\$175.71	\$459.76	Sustainability Meeting	Broken Bow
30	3/12/2015	Th	\$157.55	\$175.71	\$333.26	CSA Meeting	Geneva
31	3/13/2015	F	\$230.58	\$175.71	\$406.29	Peer Meeting	Kearney
32	3/19/2015	Th	\$284.05	\$175.71	\$459.76	CSA	Broken Bow
33	3/20/2015	F	\$178.25	\$175.71	\$353.96	Sustainability Meeting	Columbus
34	3/21/2015	Su	\$92.00	\$0.00	\$92.00	Supplies & Equipment	Omaha
35	3/25/2015	W	\$230.58	\$175.71	\$406.29	Peer Meeting	Kearney

	Date	Dav	Mileage Paid	Salary Paid	Total	Other Travel Description	Location
36	3/26/2015	Th	\$86.25	\$175.71	\$261.96	PREA Meeting	Lincoln
37	3/27/2015	F	\$230.58	\$175.71	\$406.29	Sustainability Meeting	Kearney
38	3/31/2015	T	\$141.45	\$175.71	\$317.16	CAC Meeting	York
39	4/1/2015	W	\$284.05	\$175.71	\$459.76	Peer Meeting	Broken Bow
40	4/2/2015	Th	\$178.25	\$175.71	\$353.96	CSI Meeting	Columbus
41	4/3/2015	F	\$230.58	\$175.71	\$406.29	Sustainability Meeting	Kearney
42	9/1/2015	Т	\$195.50	\$175.71	\$371.21	Sustainability Meeting	Wayne
43	9/2/2015	W	\$284.05	\$175.71	\$459.76	Peer Meeting	Broken Bow
44	9/3/2015	Th	\$335.80	\$175.71	\$511.51	CAC Meeting	Norfolk
45	9/16/2015	W	\$86.25	\$175.71	\$261.96	Peer Meeting	Lincoln
46	11/17/2015	Т	\$23.52	\$175.71	\$199.23	Networking	Nebraska City
47	11/18/2015	W	\$23.52	\$175.71	\$199.23	Networking	Nebraska City
48	12/1/2015	Т	\$23.52	\$175.71	\$199.23	Networking	Nebraska City
49	12/3/2015	Th	\$84.00	\$175.71	\$259.71	Sentroc	Lincoln
50	12/10/2015	Th	\$23.52	\$175.71	\$199.23	Networking	Nebraska City
51	12/11/2015	F	\$23.52	\$175.71	\$199.23	Meet with Chief	Nebraska City
	12/11/2015	F	\$23.52	\$0.00	\$23.52	Meet with Susan	Tecumseh
	10/15/0015	H			¢0.51.01	TT 1	Falls City/ Pawnee
52	12/15/2015	Т	\$75.60	\$175.71	\$251.31	Unknown Board Signatures &	City/Peru
53	12/16/2015	W	\$13.44	\$175.71	\$189.15	Networking	Peru
						Store Storage Unit Lock	
54	12/19/2015	S	\$25.20	\$0.00	\$25.20	Change	Nebraska City
55	12/21/2015	М	\$23.52	\$175.71	\$199.23	Store	Nebraska City
56	12/23/2015	W	\$23.52	\$175.71	\$199.23	Networking	Nebraska City
57	1/8/2016	F	\$22.68	\$175.71	\$198.39	Networking	Nebraska City
58	1/11/2016	M	\$12.96	\$175.71	\$188.67	Board Member	Peru
59 60	1/12/2016	T	\$27.00	\$175.71	\$202.71	Networking	Nebraska City
60	1/13/2016	W	\$33.48	\$175.71	\$209.19	Networking	Nebraska City
61	1/14/2016 1/20/2016	Th	\$28.62	\$175.71	\$204.33 \$198.39	Networking	Nebraska City Nebraska City
62		W Th	\$22.68 \$30.24	\$175.71 \$175.71	\$198.39	Networking Networking	2
63 64	1/21/2016 2/3/2016	W	\$30.24	\$175.71		Networking	Nebraska City Nebraska City
							Nebraska
65	2/4/2016	Th	\$108.00	\$175.71	\$283.71	Contacts	City/Palmyra/Syracuse
66	2/5/2016	F	\$22.68	\$175.71	\$198.39	Unknown	Nebraska City
67	2/9/2016	T	\$22.68	\$175.71	\$198.39	Networking	Nebraska City
68	2/11/2016	Th	\$26.46	\$175.71	\$202.17	Networking	Nebraska City
69 70	2/12/2016	F	\$30.24	\$175.71 \$175.71	\$205.95 \$205.95	Networking	Nebraska City
70	2/16/2016	T	\$30.24	\$175.71 \$175.71	\$205.95	Unknown Botary Mosting	Nebraska City
71	2/17/2016	W	\$22.68 \$20.24	\$175.71 \$175.71	\$198.39 \$205.05	Rotary Meeting	Nebraska City
72	2/23/2016 2/25/2016	T	\$30.24	\$175.71 \$175.71	\$205.95 \$202.71	Unknown Unknown	Nebraska City
73	3/1/2016	Th T	\$27.00 \$24.84	\$175.71 \$175.71	\$202.71 \$200.55	Networking	Nebraska City
74				\$175.71 \$175.71			Nebraska City
75 76	3/3/2016 3/8/2016	Th T	\$34.56 \$27.54	\$175.71 \$175.71	\$210.27 \$203.25	Unknown Store	Nebraska City Nebraska City
70	3/8/2016	F	\$27.34 \$26.46	\$175.71	\$203.23	Store	Nebraska City
78	3/11/2016	г Т	\$20.46	\$175.71	\$202.17	Store	Nebraska City
78	3/16/2016	W	\$22.68	\$175.71	\$198.39	Store	Nebraska City
19	5/10/2010	vV	\$22.08	\$1/3./1	\$198.39	51016	mediaska City

	Date	Day	Mileage Paid	Salary Paid	Total	Other Travel Description	Location
80	3/17/2016	Th	\$22.68	\$175.71	\$198.39	Networking	Nebraska City
81	3/18/2016	F	\$22.68	\$175.71	\$198.39	Networking	Nebraska City
82	3/21/2016	М	\$81.00	\$175.71	\$256.71	Truckloads	Lincoln
Tota	als		\$9,465.32	\$14,015.76	\$23,481.08		

Project Response failed to provide any information to support the Director's attendance at these meetings, including the organization that hosted the workshop, registration information, information about the speaker, or others in attendance.

In an effort to validate the travel dates, the APA compared the description from the Director's travel reimbursement requests to her weekly time logs and identified 17 instances in which the time log indicated that the Director was not at a meeting.

The following table summarizes these 17 instances in which the Director's travel reimbursement requests disagreed with her time logs:

				Mileage
Date	Location	<b>Reimbursement Description</b>	Time Log Description	Paid
1/15/2015	Lincoln	CSI Meeting	Staff/ Client	\$86.25
1/16/2015	Kearney	Sustainability Meeting	Client	\$230.58
1/20/2015	Geneva	PREA Meeting	Client Data	\$157.55
3/31/2015	York	CAC Meeting	Client Work/ Training Employee	\$141.45
4/1/2015	Broken Bow	Peer Meeting	Client Work/ Employee Training	\$284.05
4/2/2015	Columbus	CSI Meeting	Client Work	\$178.25
4/3/2015	Kearney	Sustainability Meeting	Client Work	\$230.58
9/1/2015	Wayne	Sustainability Meeting	Staff/ Client SA/ Client Phone	\$195.50
9/2/2015	Broken Bow	Peer Meeting	Client PO	\$284.05
9/3/2015	Norfolk	CAC Meeting	Client/ Paperwork	\$335.80
			Staff Meeting/ Update Clients/	
11/17/2015	Nebraska City	Networking	Office Space Looking	\$23.52
			Client Work/ Paperwork/ Office	
11/18/2015	Nebraska City	Networking	Space Looking	\$23.52
12/10/2015	Nebraska City	Networking	Client Work/ Paperwork	\$23.52
12/11/2015	Nebraska City	Meet with Chief	Client Work	\$23.52
12/11/2015	Tecumseh	Meet with Susan	Client Work	\$23.52
			No time log provided for this	
12/19/2015	Nebraska City	Store Storage Unit Lock Change	day	\$25.20
1/11/2016	Peru	Board Member	Staff Meeting/ Client Work	\$12.96
Total				\$2,279.82

The following is a copy of the time log for January 15 and 16, 2015:

	TIME LOG	
Name:	ities. After you d	Week of: 112 1-14 escribe the activity, indicate the time
Monday:	Activities	
Tuesday: PECI PERILU	· · · · · · · · · · · · · · · · · · ·	
Vedensday: Per Juliu		
hursday: Staff		
Iday: UI-OAT		

Please turn in the Time Log every Friday or your last workday of the week. Place it is the box on Sherrie's desk.

Good internal controls require procedures to ensure reimbursements for meetings are adequately documented so that attendance can be verified. Without such procedures, there is an increased risk for misuse of Project Response funds.

We recommend the Board implement procedures to ensure adequate documentation is on file to support travel expenditures.

#### 3. <u>Mileage Reimbursements</u>

During our review of the Director's travel records, the APA found these additional issues.

### Reimbursements Made Prior to or During Trips

The Director received 41 expense reimbursements from January 2014 to March 2016. The APA determined that 36 of those reimbursements were paid either prior to or during the dates of travel.

Check #	Check Date	Travel	Dates	Total Travel Reimbursed	Amount Paid Prior to or During Trip	Amount Paid After Trip
Checks	Written Prior					<b>F</b>
10148	1/12/2015	1/13/2015	1/16/2015	\$506.58	\$506.58	\$0.00
10161	1/26/2015	1/28/2015	1/30/2015	\$637.10	\$637.10	\$0.00
10164	2/3/2015	2/5/2015	2/6/2015	\$281.75	\$281.75	\$0.00
10170	2/17/2015	2/19/2015	2/20/2015	\$426.08	\$426.08	\$0.00
10188	3/9/2015	3/11/2015	3/13/2015	\$672.18	\$672.18	\$0.00
10192	3/16/2015	3/19/2015	3/20/2015	\$462.30	\$462.30	\$0.00
10205	3/30/2015	3/31/2015	4/3/2015	\$834.33	\$834.33	\$0.00
10223	4/20/2015	4/21/2015	4/23/2015	\$710.13	\$710.13	\$0.00
10261	5/18/2015	5/27/2015	5/27/2015	\$43.13	\$43.13	\$0.00
10268	6/1/2015	6/2/2015	6/5/2015	\$753.25	\$753.25	\$0.00
10280	6/15/2015	6/16/2015	6/19/2015	\$867.68	\$867.68	\$0.00
10326	8/31/2015	9/1/2015	9/3/2015	\$815.35	\$815.35	\$0.00
10327	9/8/2015	9/9/2015	9/11/2015	\$658.95	\$658.95	\$0.00
10329	9/14/2015	9/15/2015	9/18/2015	\$790.05	\$790.05	\$0.00
10360	11/3/2015	11/5/2015	11/5/2015	\$84.00	\$84.00	\$0.00
10374	12/7/2015	12/8/2015	12/8/2015	\$182.56	\$182.56	\$0.00
10433	3/7/2016	3/8/2016	3/11/2016	\$54.00	\$54.00	\$0.00
Subtotal	1			\$8,779.42	\$8,779.42	\$0.00
Checks	Written Durin	g Travel				
10144	1/8/2015	1/7/2015	1/9/2015	\$497.95	\$411.70	\$86.25
10154	1/20/2015	1/20/2015	1/23/2015	\$823.40	\$823.40	\$0.00
10165	2/9/2015	2/9/2015	2/13/2015	\$682.53	\$682.53	\$0.00
10173	2/23/2015	2/23/2015	2/27/2015	\$661.83	\$661.83	\$0.00
10185	3/3/2015	2/26/2015	3/5/2015	\$692.88	\$428.38	\$264.50
10197	3/23/2015	3/21/2015	3/27/2015	\$639.40	\$547.40	\$92.00
10251	5/18/2015	5/18/2015	5/22/2015	\$763.03	\$763.03	\$0.00
10293	7/13/2015	7/13/2015	7/16/2015	\$1,009.70	\$1,009.70	\$0.00
10334	9/21/2015	9/21/2015	9/25/2015	\$675.63	\$675.63	\$0.00
10337	9/29/2015	9/29/2015	9/29/2015	\$2.63	\$2.63	\$0.00
10369	11/30/2015	11/17/2015	12/3/2015	\$154.56	\$107.52	\$47.04
10380	12/11/2015	12/10/2015	12/11/2015	\$70.56	\$47.04	\$23.52
10382	12/15/2015	12/15/2015	12/16/2015	\$89.04	\$89.04	\$0.00
10386	12/21/2015	12/19/2015	12/23/2015	\$72.24	\$47.04	\$25.20
10393	1/14/2015	1/8/2016	1/14/2016	\$124.74	\$28.62	\$96.12

The following table summarizes the 36 questionable expense reimbursements to the Director:

Check #	Check Date	Trave	Dates	Total Travel Reimbursed	Amount Paid Prior to or During Trip	Amount Paid After Trip
10406	2/5/2016	2/3/2016	2/5/2016	\$160.92	\$22.68	\$138.24
10409	2/12/2016	2/9/2016	2/12/2016	\$79.38	\$30.24	\$49.14
10426	3/3/2016	3/1/2016	3/3/2016	\$59.40	\$34.56	\$24.84
10436	3/18/2016	3/15/2016	3/18/2016	\$90.72	\$22.68	\$68.04
Subtotal				\$7,350.54	\$6,435.65	\$914.89
Totals				\$16,129.96	\$15,215.07	\$914.89

Project Response requires two individuals to sign checks – one signature is the Director's, and the other is that of a Board member, Dr. Anthony Citrin. According to Dr. Citrin, the Director generally provided him with the checks that needed to be signed, which makes it seem impossible that the Director was travelling on those dates if she presented the checks for payment at the same time.

#### Unreasonable Mileage Reimbursements

The APA also reviewed the expense reimbursements to determine whether the mileage paid to the Director was reasonable based upon the claimed destinations. The APA used Google Maps to determine the actual mileage for each trip and adjusted that result by 10 percent to allow for in-town driving or other minor variances.

The following table details any variances exceeding \$10 per trip in the Director's mileage reimbursement payments during the period reviewed.

Date	Travel Destination	Mileage Reimbursed	APA- Calculated Mileage	Mileage Difference	Mileage Rate	Over- payment
1/13/2015	Round Trip: Auburn - Omaha	165	142	23	\$0.575	\$13.23
1/14/2015	Round Trip: Auburn - Omaha	165	142	23	\$0.575	\$13.23
1/20/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
1/30/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
2/9/2015	Round Trip: Auburn - Omaha	160	142	18	\$0.575	\$10.35
2/25/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
3/5/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
3/12/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
3/21/2015	Round Trip: Auburn - Omaha	160	142	18	\$0.575	\$10.35
6/18/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
7/13/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
9/3/2015	Round Trip: Auburn - Norfolk	584	387	197	\$0.575	\$113.28
9/21/2015	Round Trip: Auburn - Geneva	274	224	50	\$0.575	\$28.75
3/28/2016	Round Trip: Auburn – Neb. City	68	45	23	\$0.540	\$12.42
Totals		3,494	2,792	702		\$402.85

As revealed by the above table, Project Response paid in excess of \$400 more than the actual mileage for the Director's trips without any documentation to support the additional miles claimed.

Without such procedures, there is an increased risk of loss or misuse of Project Response funds.

We recommend the Board implement procedures to ensure all expense reimbursement payments are supported by adequate documentation, are paid only after the travel has occurred, and are reviewed to ensure all expenses are reasonable.

\* \* \* \* \* \*

Project Response's Response: Our board of directors met with the executive director on Thursday, June 16<sup>th</sup>, 2016. In our discussion it was noted that the deficiencies found were a concern, especially regarding documentation of travel and conference attendance. Also to be addressed was how the communication of details of what was gained at these training sessions was shared with employees, clients, stakeholders and board members.

We, as a board and organization, will work to insure that this process takes place in order to help Project Response become more the organization which can truly respond for the protection of and needs of the family in our society. We look forward to any further communication with your office and will seek to implement your recommendations in a timely fashion.

The preliminary planning work that resulted in this letter was designed primarily on a test basis and, therefore, may not bring to light all existing weaknesses in Project Response's policies or procedures. Nevertheless, our objective is to use the knowledge gained during the performance of that preliminary planning work to make comments and suggestions that we hope will prove useful to Project Response.

Draft copies of this letter were furnished to Project Response to provide its management with an opportunity to review and to respond to the comments and recommendations contained herein. All formal responses received have been incorporated into this letter. Responses have been objectively evaluated and recognized, as appropriate, in the letter. Responses that indicated corrective action has been taken were not verified at this time.

Additionally, a copy of this letter is being forwarded to the Nemaha County Attorney for review and any action deemed appropriate by that office.

This communication is intended solely for the information and use of Project Response and its management. It is not intended to be, and should not be, used by anyone other than those specified parties. However, this letter is a matter of public record, and its distribution is not limited.

If you have any questions regarding the above information, please contact our office.

Sincerely,

Mary Avery

Mary Avery Special Audits and Finance Manager Phone: 402-471-3686 mary.avery@nebraska.gov

Copy to: Louie Ligouri, Nemaha County Attorney Merry Wills, Crime Commission Federal Aid Administrator Jeanette Greer, Crime Commission Federal Grants Monitor Garet Buller, DHHS Internal Audit Administrator

### JANUARY 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
			1	2	3	4	-
5	6	7 Bus Station Client HK <b>Lincoln, NE</b>	8 CSI Norfolk, NE	9 Sustainability Meeting Grand Island, NE	10	11	The Director recorded and was paid for 8 hours of work every day,
12	13 Peer Review Omaha, NE	14 Peer Review Omaha, NE	15 CSI Meeting Lincoln, NE	16 Sustainability Meeting Kearney, NE	17	18	whether she travelled or not.
19	<b>Note 1</b> 20	<b>Note 1</b>	<b>Note 2</b>	Note 2	24	25	<b>Note 1</b> : Reimbursement for
17	PREA Meeting Geneva, NE Note 1 Note 2	SA Meeting Falls City, NE	Sustainability Meeting North Platte, NE	Meeting O'Neill, NE	21		these dates contained unreasonable mileage, resulting in excess payments of
26	27	28	29	30	31		\$84.
		Peer Meeting Broken Bow, NE	Sustainability Meeting Wayne, NE	PREA Geneva, NE Note 1			Note 2: The Director's time log
		COLOR KEY:	No documentation was available		No Documen	<b>TS PAID:</b> tation (Yellow):	- indicated she was with clients on these dates.
			to support the reimbursement			\$1,891.77 \$2,171.78	

#### Project Response Monthly Calendar of Director's Travel

## FEBRUARY 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
						1
2	3	4	5 Sustainability Meeting Lincoln, NE	6 CSI Meeting Wayne, NE	7	8
9 CSI Meeting Omaha, NE Note 1	10 Peer Meeting Grand Island, NE	11 Sustainability Meeting Lincoln, NE	12 CA Meeting Kearney, NE	13 Sustainability Meeting Lincoln, NE	14	15
16	17	18	19 Sustainability Meeting Kearney, NE	20 CSI Meeting Wayne, NE	21	22
23 Supplies for Store Lincoln, NE	24 Sustainability Grand Island, NE	25 PREA Geneva, NE Note 1	26 Sign MOU Lincoln, NE	27 CAC Kearney, NE	28	
		COLOR KEY:	No documentation was available to support the reimbursement		No Document Salaries:	<b>TS PAID:</b> ation (Yellow): \$2,459.94 \$2,138.43

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

#### Note 1:

Reimbursement for these dates contained unreasonable mileage, resulting in excess payments of \$39.10.

### MARCH 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
						1
2	3	4	5	6	7	8
Peer Columbus, NE	Hospital Falls City, NE	Sustainability Meeting <b>Kearney, NE</b>	PREA Geneva, NE Note 1			
9	10	11	12	13	14	15
		Sustainability Meeting <b>Broken Bow,</b> <b>NE</b>	CSA Meeting Geneva, NE Note 1	Peer Meeting <b>Kearney, NE</b>		
16	17	18	19	20	21	22
			CSA Broken Bow, NE	Sustainability Meeting Columbus, NE	Supplies & Equipment Omaha, NE Note 1	
23	24	25	26	27	28	29
		Peer Meeting Kearney, NE	PREA Meeting Lincoln, NE	Sustainability Meeting <b>Kearney, NE</b>		
30	31	COLOR KEY:	No		AMOUN	TS PAID:
	CAC Meeting York, NE Note 2		documentation was available to support the reimbursement		Salaries:	ation (Yellow): \$2,284.23 \$2,343.70

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

#### Note 1:

Reimbursement for these dates contained unreasonable mileage, resulting in excess payments of \$67.85.

Note 2: The Director's time log indicated she was with clients on this date.

## APRIL 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1 Peer Meeting Broken Bow, NE Note 1	2 CSI Meeting Columbus, NE Note 1	3 Sustainability Meeting Kearney Note 1	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21 Making a Strong Case in Sustainability Kearney, NE	22 Teen Dating Violence Training Workshop Wayne, NE	23 Leadership Training Institute Broken Bow, NE	24	25	26
27	28	29	30			
		COLOR KEY:	No documentation was available to support the reimbursement	Documentation appears suspicious; could be falsified.	No Documen Salaries Mileage Suspicious Co Salaries	<b>XTS PAID:</b> tation (Yellow): :: \$527.13 :: \$692.88 nferences (Red): :: \$527.13 e \$710.13

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

Note 1: The Director's time log indicated she was with clients on these dates.

### Project Response Monthly Calendar of Director's Travel

### MAY 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18 Domestic Violence & Sexual Assault Fremont, NE	19	20 Core Competencies for Leadership Broken Bow, NE	21 Creating Your Sustainability Plan Fremont, NE	22 Domestic Violence Kearney, NE	23	24
25	26	27 Client Protection Order Pawnee City, NE	28	29	30	31
			COLOR KEY:	Documentation appears suspicious; could be falsified.	Suspicious Co Salaries	<b>NTS PAID:</b> <i>nferences (Red):</i> <i>s</i> : \$702.84 <i>e</i> : \$763.03

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

The Director recorded and was paid for 8 hours of work every day, whether she travelled

or not.

Note 1:

\$28.75.

Reimbursement for these dates contained

mileage, resulting in excess payments of

unreasonable

#### Project Response Monthly Calendar of Director's Travel

### JUNE 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7
	Effective Employee Evaluations Lincoln, NE	When It's Time to Show Them Who's Boss Grand Island, NE	Dating Violence Workshop <b>Wayne, NE</b>	5 Elements of Creative Fundraising <b>Broken Bow,</b> NE		
8	9	10	11	12	13	14
15	16	17	18	19	20	21
	Developing Response to Staff <b>Kearney,</b> NE	Managing Diversity in the Workplace <b>Wayne, NE</b>	Community Involvement Geneva, NE Note 1	Effective Employee Performance Reviews <b>Broken Bow,</b> <b>NE</b>		
22	23	24	25	26	27	28
29	30					
			COLOR KEY:	Documentation appears suspicious; could be falsified.	Suspicious Con Salaries:	<b>TS PAID:</b> nferences (Red): \$1,405.68 \$1,620.93

#### Project Response Monthly Calendar of Director's Travel

### JULY 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
Self-Care Geneva, NE Note 1	Dealing with Bullies at Work <b>Norfolk, NE</b>	Team Building Wayne, NE	Director's Day <b>Ogallala, NE</b>			
20	21	22	23	24	25	26
27	28	29	30	31		
			COLOR KEY:	Documentation appears suspicious; could be falsified.	Suspicious Con Salaries:	<b>TS PAID:</b> <i>iferences (Red):</i> : \$527.13 : \$577.30

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

Note 1: Reimbursement for these dates contained unreasonable mileage, resulting in excess payments of \$28.75.

### AUGUST 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
					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			<u> </u>	1		1

## SEPTEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1 Sustainability Meeting Wayne, NE Note 2	2 Peer Meeting Broken Bow, NE Note 2	3 CAC Meeting Norfolk, NE Note 1 Note 2	4	5	6
7	8	9 Director's Day Fairbury, NE	10 Sustainability Norfolk, NE	11 Transgender & Violence Kearney, NE	12	13
14	15 Sustainability for Non- Profits <b>Norfolk, NE</b>	16 Peer Meeting Lincoln, NE	17 The Batter's Impact on Children Broken Bow, NE	18 Stalking & Domestic Violence <b>Wayne, NE</b>	19	20
21 Client Relocation Geneva, NE Note 1	22 Client Family MA <b>O'Neill, NE</b>	23	24	25 Relocate <b>Kearney, NE</b>	26	27
28	29 Meeting with Dr. Citrin <b>Peru, NE</b>	30				
		COLOR KEY:	No documentation was available to support the reimbursement	Documentation appears suspicious; could be falsified.	No Documen Salarie Mileag Suspicious Co Salarie	NTS PAID: ttation (Yellow): s: \$702.84 e: \$901.60 onferences (Red): s: \$878.55 : \$1,158.63

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

#### Note 1:

Reimbursement for these dates contained unreasonable mileage, resulting in excess payments of \$142.03.

Note 2: The Director's time log indicated she was with clients on these dates.

## OCTOBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
			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	

### NOVEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
						1
2	3	4	5 No More State Conference Lincoln, NE	6	7	8
9	10	11	12	13	14	15
16	17 Networking Nebraska City	18 Networking Nebraska City	19	20	21	22
23	24	25	26	27	28	29
30		COLOR KEY:	No documentation was available to support the reimbursement	AMOUNTS PAID: No Documentation (Yellow): Salaries: \$351.42 Mileage: \$47.04		<i>tation (Yellow):</i> s: \$351.42

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

Note 1: The

dates.

Director's time log indicated she was with clients on these

## DECEMBER 2015

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1 Networking Nebraska City, NE	2	3 SENTROC Lincoln, NE	4	5	6
7	8 Grant Management Information Training Grand Island, NE	9	10 Networking Nebraska City, NE	11 Meet with Chief and Susan Nebraska City, NE Note 1	12	13
14	15 Unknown Falls City, NE Pawnee City, NE Peru, NE	16 Board Signatures & Networking <b>Peru, NE</b>	17	18	19 Store Storage Unit Lock Change Nebraska City, NE	20
21 Store Nebraska City, NE	22	23 Networking Nebraska City, NE	24	25	26	27
28	29	30	31			
		COLOR KEY:	No documentation was available to support the reimbursement	AMOUNTS PAID: No Documentation (Yellow): Salaries: \$1,581.39 Mileage: \$339.36		<i>tation (Yellow):</i> \$1,581.39

\_\_\_\_\_

## JANUARY 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
				1	2	3	
4	5	6	7	8 Networking Nebraska City, NE Note 1	9	10	The Director recorded and was paid for 8 hours of work every day, whether she
11	12	13	14	15	16	17	travelled or not.
Board Member <b>Peru, NE</b>	Networking Nebraska City, NE Note 1	Networking Nebraska City, NE Note 1	Networking Nebraska City, NE Note 1				Note 1: The Director's time log
18	19	20 Networking Nebraska City, NE	21 Networking Nebraska City, NE	22	23	24	indicated she was with clients on these dates.
25	26	27	28	29	30	31	
		COLOR KEY:	No documentation was available to support the reimbursement		No Documen Salaries	NTS PAID: ntation (Yellow): : \$1,229.97 e: \$177.66	

# February 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7
		Networking Nebraska City, NE	Networking Nebraska City, NE	Networking Nebraska City, NE		
8	9	10	11	12	13	14
	Networking Nebraska City, NE		Networking Nebraska City, NE Note 1	Networking Nebraska City, NE Note 1		
15	16	17	18	19	20	21
	Unknown Nebraska City, NE Note 1	Rotary Meeting <b>Nebraska</b> City, NE				
22	23	24	25	26	27	28
	Unknown Nebraska City, NE		Unknown Nebraska City, NE Note 1			
29						
		COLOR KEY:	No documentation	AMOUNTS PAID:		
			was available to support the reimbursement	No Documentation (Yellow): Salaries: \$1,757.10 Mileage: \$350.46		

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

Note 1: The Director's time log indicated she was with clients on these dates.

## March 2016

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1 Networking Nebraska City, NE	2	3 Networking Nebraska City, NE Note 2	4	5	6
7	8 Store Nebraska City, NE	9	10	11 Store Nebraska City, NE Note 2	12	13
14	15 Store Nebraska City, NE	16 Store Nebraska City, NE	17 Networking Nebraska City, NE Note 2	18 Networking Nebraska City, NE Note 2	19	20
21 Truckloads Lincoln, NE	22	23	24	25	26	27
28 PD Child Custody Shelter Client Neb. City, NE Note 1	29	30	31			
		COLOR KEY:	No documentation was available to support the reimbursement	AMOUNTS PAID: No Documentation (Yellow): Salaries: \$1,581.39 Mileage: \$285.12		

The Director recorded and was paid for 8 hours of work every day, whether she travelled or not.

### Note 1:

Reimbursement for these dates contained unreasonable mileage, resulting in excess payments of \$12.42.

Note 2: The Director's time log indicated she was with clients on these dates.

### Project Response Suspicious Documentation to Support Travel

### #1 – April 21, 2015 – Making a Strong Case in Sustainability – Kearney

The APA was provided with the following documentation for this conference:

Making A Strong Case         In Sustainability         In Sustainability         Agenda         Kearney, NE         April 21, 2015         Cultivating Individual Donors         Your organization will likely be eager to move on to a more complete implementation of cultivating donor relationships	
Asking one-on-one     Engaging your board	The location on this agenda is
Engaging your board <u>Major Gifts—Moving Toward Sustainability</u> Your group will be ready to:	listed as the
Your group will be ready to:	Kearney Library. The APA
<ul> <li>Systematically cultivate your major donors, often for a formal capital or major gifts campaign</li> </ul>	contacted the Library and no
<ul> <li>Develop a reserve fund or an endowment fund over the next five years</li> </ul>	event of this
Advanced Sustainability	nature took place at the Library on
See that sustainable funding is within your reach.	April 21, 2015.
Your organization may be ready to focus your individual funding needs in any of these areas:	
Unrestricted operational funds Major gifts Capital Endowment	

#### Project Response Suspicious Documentation to Support Travel

The following two pages of information were also included as documentation for this conference. Although they seem to be incomplete documents, the information contained in them is similar to information the APA found on a website.

How do we see ourselves, our role, and our relationship to the community we serve? A good understanding of where your organization stands and its relationship to the communities you serve can assist you in activities such as engaging volunteers and can improve your general interactions with the community. The more you can paint a clear picture of how you see your organization serving the local communities, the better able you will be to attract the interest of volunteers and donors alike. Create a value statement that clearly aligns your mission and vision with the interests and needs of nearby communities. Assess staffing needs to ensure adequate support. How many and what kinds of people, with what skills, do we need to run our programs and services? Assessing your staffing needs is crucial to ensure that you have adequate support without stretching your available resources too far. In doing so, you not only need to consider how many people you will need to run the program, but also the criteria in which you will select those individuals. Consider the key characteristics and skills that would be considered best fit within the organization. Are you looking for someone with a history of service in your field? Or are you looking for someone with direct experience in the cause you support? Will you want these individuals to be collaborative or autonomous? Outgoing or reserved? By considering questions such as these, you will be able to paint a clearer picture of your staffing needs. Work with partners to enhance outreach efforts. How should we make our best contribution to the social service provider network? What organizations should we collaborate or partner with directly in order to maximize the impact we have on the community? Although you may provide several services to your community, it's almost impossible to meet all of your clients' needs or to identify every individual who could benefit from your services. Working with partners who offer complementary services enables you to better provide for your existing clientele while also enhancing your outreach efforts through the referral process. When considering who would make a good partner, simply think about your clientele and from what other services they might benefit. CHAPTER 2: Build Your Case for Support Once you have answered the sustainability planning questions, you will have a solid understanding of your organization's purpose and contributions to the community. You can use this understanding to determine which people are most likely to support your organization and to create messages that will be effective in gaining their support. A donor will only support an organization if he or she believes in its cause. No matter how effective your organization is in fulfilling its mission, you will fail to find adequate donor support unless who will help who will Benefit from your work. you have to seel all the time

Step 1: Identify and define the problem(s) addressed by your organization.
The ultimate goal of Step 1 is to answer the "Why should I care?" question for your prospective donors. In order to best address this question, it may be helpful to refer back to the question from the previous section, "What are we trying to accomplish by maintaining our programs or services?" To answer this, identify the services that you provide and consider what problems those services are meant to combat. For example, let's suppose that your community has a high dropout rate as well as a large number of youth involved in gangs. Your organization runs various after-school programs in your community, offering tutoring and various recreational activities. The problems that these particular programs address could be both dropping out of school and gang involvement, assuming that you can establish a correlation between the two.
When communicating this message of "Why you should care" to your audiences, appeal to them both emotionally and logically. Target the message as much as possible by always keeping the audience in mind! Since catering the message to specific individuals is likely cost prohibitive, the next best thing is to break down the donors into groups by some common factor that characterizes them as a population, ethnic group, geographical community, or other group, and consider instances of each distinct problem addressed through the services you provide.
Step 2: Explain your purpose and your solution to the problem.
No matter how convincingly you portray the seriousness of the problem, donors will not support your organization unless they believe that funding you will make a difference. The goal of Step 2 is twofold:
<ol> <li>To establish your organization as a "brand" for your donors</li> <li>To convince them that you provide the best available solution to the problem.</li> </ol>
You need to communicate your purpose in a compact form that donors can identify with and believe in. Point out your successes through statistics, such as numbers served, as well as testimonials from clients (particularly members of your target audience) to demonstrate the impact you've had on the community.
Step 3: Share your vision for the future.
Before a donor will want to make a long-term commitment to supporting your organization, they must believe in not only what you've done to address the problem in the past, but also on your plans for the future. This involves communicating your vision to your target audiences and describing how you plan to improve upon currently offered services. In addition, use this opportunity to explain how your plans will help address the problem in the future.

The following information was found on <u>http://strengtheningnonprofits.org/resources/e-learning/online/sustainability/Print.aspx</u> (06/02/2016) and contains information that matches exactly to the documentation obtained by the APA shown above.

Creating Your Sustainability Plan	This same documentation was used to support another workshop on May 21, 2015. See page 55.					
Overview						
Welcome to the e-learning lesson on Creating Your Sustainability Plan. Sustainability planning includes the actions an organization takes to maximize its chances to survive, and perhaps even to thrive, despite the uncertainty of what the future may bring. Sustainability planning is a concrete process that an organization takes on over the course of several months; it is also an ongoing process that should become part of an organization's very fabric. This training will provide you with the resources you need to assist you ir launching a plan to achieve organizational stability.						
This training includes several steps that an organization can implement when engaging in a sustainability planning process.						
The first, Getting Started, includes questions that organizational leadership should answer in order to position the organization for sustainability.						
The second, Build your Case for Support, will walk your organization through a process to determine who is most likely to support you and how you can tailor your message to that audience.						

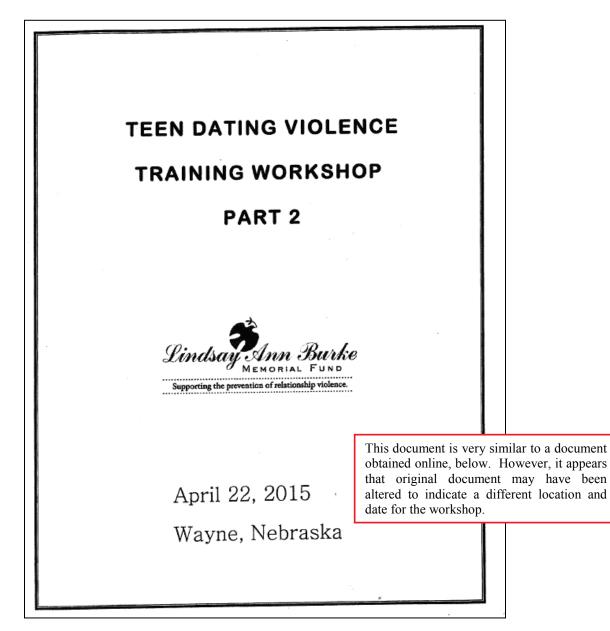
### Project Response Suspicious Documentation to Support Travel

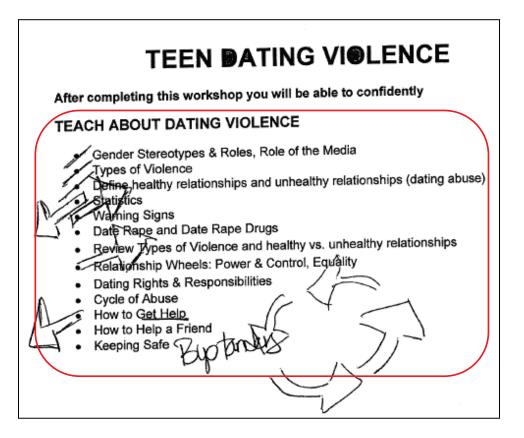
I have do not a supply a supply and a supply first the assumptions areas?
How do we see ourselves, our role, and our relationship to the community we serve?
A good understanding of where your organization stands and its relationship to the communities you serve can assist you in activities such as engaging volunteers and can improve your general interactions with the community. The more you can paint a clear picture of how you see your organization serving the local communities, the better able you will be to attract the interest of volunteers and donors alike. Create a value statement that clearly aligns your mission and vision with the interests and needs of nearby communities.
Assess staffing needs to ensure adequate support.
How many and what kinds of people, with what skills, do we need to run our programs and services?
Assessing your staffing needs is crucial to ensure that you have adequate support without stretching your available resources too far. In doing so, you not only need to consider how many people you will need to run the program, but also the criteria in which you will select those individuals. Consider the key characteristics and skills that would be considered best fit within the organization. Are you looking for someone with a history of service in your field? Or are you looking for someone with direct experience in the cause you support? Will you want these individuals to be collaborative or autonomous? Outgoing or reserved? By considering questions such as these, you will be able to paint a clearer picture of your staffing needs.
Work with partners to enhance outreach efforts.
How should we make our best contribution to the social service provider network? What organizations should we collaborate or partner with directly in order to maximize the impact we have on the community?
Although you may provide several services to your community, it's almost impossible to meet all of your clients' needs or to identify every individual who could benefit from your services. Working with partners who offer complementary services enables you to better provide for your existing clientele while also enhancing your outreach efforts through the referral process. When considering who would make a good partner, simply think about your clientele and from what other services they might benefit.
CHAPTER 2: Build Your Case for Support
Once you have answered the sustainability planning questions, you will have a solid understanding of your organization's purpose and contributions to the community. You can use this understanding to determine which people are most likely to support your organization and to create messages that will be effective in gaining their support. A donor will only support an organization if he or she believes in its cause. No matter how effective your organization is in fulfilling its mission, you will fail to find adequate donor support unless you both compose and deliver an effective message. Building a case for support is like advertising. You must narrow your target audience and communicate in a way that attracts their interest. Your "case" is the message that you use to "sell" your organization and its mission to prospective donors.
Step 1: Identify and define the problem(s) addressed by your organization.
The ultimate goal of Step 1 is to answer the "Why should I care?" question for your prospective donors. In order to best address this question, it may be helpful to refer back to the question from the previous section, "What are we trying to accomplish by maintaining our programs or services?" To answer this, identify the services that you provide and consider what problems those services are meant to combat. For example, let's suppose that your community has a high dropout rate as well as a large number of youth involved in grangs. Your organization runs various after-school programs in your community, offering tutoring and various recreational activities. The problems that these particular programs address could be both dropping out of school and gang involvement, assuming that you can establish a correlation between the two.
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The information highlighted in red, above, is taken from the website. It agrees, almost exactly, to the information provided to support the Director's trip, on the previous pages.

## #2 – April 22, 2015 – Teen Dating Violence Training Workshop – Wayne

The APA was provided with the following documentation for this workshop:





## **Guiding Principles for Helpful Responses to Teen Relationship Violence**

Relationship violence among teens presents complex dilemmas. The principles which guide response to adult domestic violence are relevant; however, they require some adaptation when using them to respond to teens.

#### **Guiding Principles**

Survivor autonomy, confidentiality, and abuser accountability are core principles which guide response to intimate partner violence. In addition, safety planning (detailed in the next section), developing culturally relevant responses, empowering peers and support systems, and advancing systems change are key strategies to build survivor safety. Each of these strategies has value when applied to situations of teen relationship violence.

#### Supporting Survivor Autonomy and Confidentiality

The autonomy of survivors is key because survivors are the experts in their own lives, and they have the most to gain or lose from decisions that are made about the violence they are experiencing. Usually, survivors know their abusers better than anyone, they know what they have tried in the past and the results, and they know their support system. For all these reasons, survivor autonomy is a core principle upon which all responses should be built.

Confidentiality is inextricably linked to autonomy. For safety reasons, all information provided by survivors should be held as confidential as possible. Survivors need to be able to control who knows about their situation and what information they have. Confidentiality affects safety because if abusers know where survivors are seeking help, they can use this information to track or further abuse. And breeches in confidentiality can impact employment, cause problems with parents or peers, and can result in other unintended or dangerous consequences.

Unique challenges with teens: in the case of teen survivors, adults may have difficulty supporting a teen's autonomy because they may believe they know what's best, or they may feel that the teen's age limits their ability to make sound decisions. In addition, teens often do not have the autonomy to make many decisions about their daily lives (such as their class schedule, how they get to and from school, etc.) In addition, Ohio law mandates certain responders to report violence against teens. Both because of our views about the age-specific capacity of teens and the requirements to report in some instances, protecting survivor autonomy and confidentiality is significantly more difficult with teen survivors.

# **Healthy Relationships**

## **Relationships have five key parts:**

## 1) Self-esteem.

Self-esteem is how I feel about myself. When I have positive self-esteem, I can accept feedback and positive statements from others. When I respect my own thoughts, feelings, and needs, I can balance them with the feelings and needs of my friends and partners.

## 2) Communication.

Communication is how I express myself with others. In relationships, good communication involves the ability to share feelings and ideas. It also involves being a good listener. It is important to be aware of our words, thoughts, and gestures - even when we disagree with others.

## 3) Agreements.

All relationships have rules that help us connect with each other. Agreeing to be respectful, honest, and accountable as friends or as partners helps build and maintain trust in relationships.

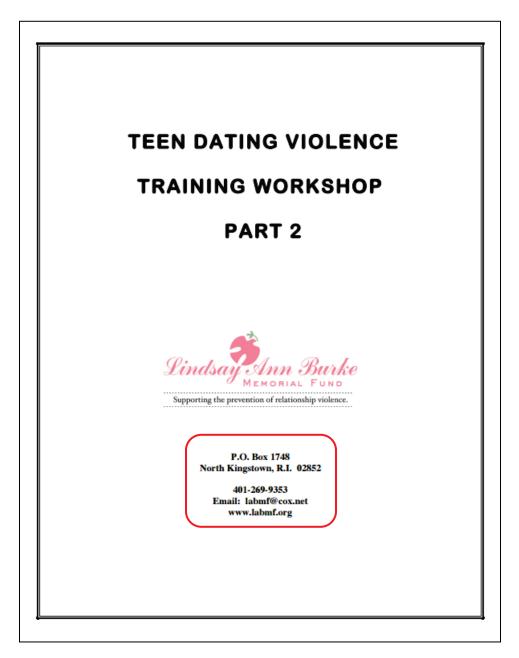
## 4) Connections.

We each have many relationships or links with others. Examples include links in our community, our school, and with our family. No single relationship should isolate us from other relationships.

## 5) Balance.

Relationships involve "give and take" on both sides. When one person is always giving and the other is always receiving, it is likely that one person will develop more power or control in the relationship. Healthy relationships work towards a balance.

The following information was found on <u>http://labmf.org/content/documents/0000/0088/</u> <u>Part\_2\_pdfs.pdf</u> (06/02/2016) and contains information that is similar to the documentation provided to the APA.



## TEACHING ABOUT DATING VIOLENCE

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**The following is offered only as a starting point for teaching this topic, and is by no means definitive. It should be adapted to each individual school district and community. Teen dating violence should be taught as part of a comprehensive health education curriculum. In addition, communication skills, conflict resolution, anger management, decision making, assertiveness skills, and sexual harassment should be taught at the middle and high school levels. And because teen dating violence leads to an increase in teen pregnancy, STD's, drug abuse, eating disorders, and depression/suicide it should be tied into these topics as well. Lastly, it is not enough to teach only about unhealthy relationships, but we also need to teach about healthy relationships so students can distinguish the difference between the two.				
The follow	ND SEQUENCE OF TOPICS: ring scope and sequence of topics to be taught is very general and should be adapted to each y and school district.			
Grade 7:	Gender Stereotypes & Roles; role of the Media			
	Types of Violence			
	Lesson Plans: Male/Female Box activity			
	See www.media-awareness.ca/english/teachers/index.cfm Click Teachers,			
	Secondary, Stereotypes or Gender Portrayal for many lessons;			
	Use "Exposing Gender Stereotypes" box activity & any others			
	including those referring to media portrayal			
	Brainstorm types of violence & examples of each			
Grade 8:	Gender Stereotypes & Roles, Role of the Media			
	Types of Violence			
	Define healthy relationships and unhealthy relationships (dating abuse)			
	Statistics			
	Warning Signs			
	Introduction to Relationship Wheels			
	(Date Rape and Date Rape Drugs)			
	Lesson Plans: SafeDates: Lessons 1-3			
	-Caring Relationships			
	-Defining Dating Abuse			
	-Why Do People Abuse?			
	Explain Relationship Wheels and Cycle of Abuse			
Grade 9:	Review Types of Violence and healthy vs. unhealthy relationships			
	Relationship Wheels: Power & Control, Equality			
	Dating Rights & Responsibilities			
	Warning Signs – in greater detail			
	Cycle of Abuse			
<b>\</b>	How to Get Help			
	How to Help a Friend			
	Keeping Safe			
1	1			

The following information was found on <u>http://www.odvn.org/Uploads/Documents/</u> <u>Teen\_Relationship\_Resource\_Guide\_2012.pdf</u> (06/02/2016) and contains information that matches exactly to the documentation provided to the APA shown above.

## Guiding Principles for Helpful Responses to Teen Relationship Violence

Relationship violence among teens presents complex dilemmas. The principles which guide response to adult domestic violence are relevant; however, they require some adaptation when using them to respond to teens.

#### Guiding Principles

Survivor autonomy, confidentiality, and abuser accountability are core principles which guide response to intimate partner violence. In addition, safety planning (detailed in the next section), developing culturally relevant responses, empowering peers and support systems, and advancing systems change are key strategies to build survivor safety. Each of these strategies has value when applied to situations of teen relationship violence.

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Confidentiality is inextricably linked to autonomy. For safety reasons, all information provided by survivors should be held as confidential as possible. Survivors need to be able to control who knows about their situation and what information they have. Confidentiality affects safety because if abusers know where survivors are seeking help, they can use this information to track or further abuse. And breeches in confidentiality can impact employment, cause problems with parents or peers, and can result in other unintended or dangerous consequences.

Unique challenges with teens: In the case of teen survivors, adults may have difficulty supporting a teen's autonomy because they may believe they know what's best, or they may feel that the teen's age limits their ability to make sound decisions. In addition, teens often do not have the autonomy to make many decisions about their daily lives (such as their class schedule, how they get to and from school, etc.) In addition, Ohio law mandates certain responders to report violence against teens. Both because of our views about the age-specific capacity of teens and the requirements to report in some instances, protecting survivor autonomy and confidentiality is significantly more difficult with teen survivors.

Teen Relationship Violence Resource Guide

Page 9

The following information was found on <u>https://www.jdcc.edu/campussafety/</u><u>Healthy\_Relationships.pdf</u> (06/02/2016) and contains information that matches exactly to the documentation provided to the APA.

# Healthy Relationships Relationships have five key parts: 1) Self-esteem.

Self-esteem is how I feel about myself. When I have positive self-esteem, I can accept feedback and positive statements from others. When I respect my own thoughts, feelings, and needs, I can balance them with the feelings and needs of my friends and partners.

## 2) Communication.

Communication is how I express myself with others. In relationships, good communication involves the ability to share feelings and ideas. It also involves being a good listener. It is important to be aware of our words, thoughts, and gestures - even when we disagree with others.

## 3) Agreements.

All relationships have rules that help us connect with each other. Agreeing to be respectful, honest, and accountable as friends or as partners helps build and maintain trust in relationships.

## 4) Connections.

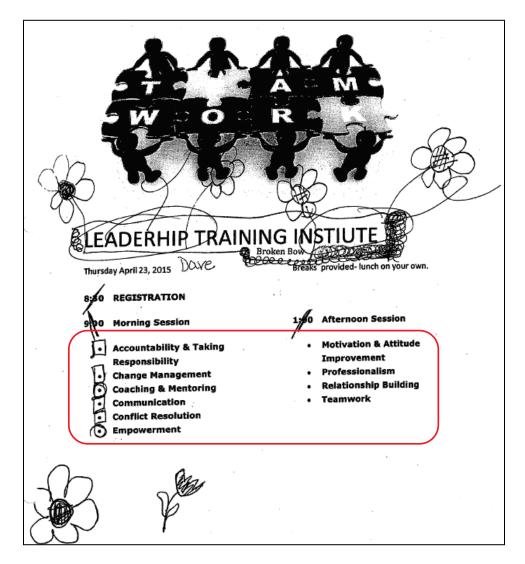
We each have many relationships or links with others. Examples include links in our community, our school, and with our family. No single relationship should isolate us from other relationships.

## 5) Balance.

Relationships involve "give and take" on both sides. When one person is always giving and the other is always receiving, it is likely that one person will develop more

## #3 – April 23, 2015 – Leadership Training Institute – Broken Bow

The APA was provided with the following documentation to support this event:

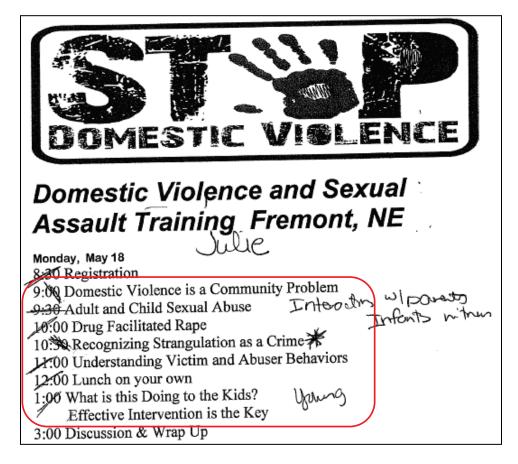


The following information was found on <u>http://businesstrainingexperts.com/challenge/</u> <u>communication-challenges/</u> (06/02/2016) and contains information that is similar to the documentation provided to APA.

	SS TRA		XPERT	S™	
Home	Find Training	Why BTE?	About	Contact Us	
Home » What is th	e challenge? » Com	munication Challen	ges		
Overcon	ne Comm	unicatio	n Challe	enges	
Communic	ation Skills	Training			
communicate ef products and se	,	eaders have the r	most direct con	tact with the emp	ill never reach their
We Improv	e Communi	ication Skill	s		
learning model.	ership and commu It is based on 10 inication. Your su fectively.	core leadership s	skills with the fo	oundation of each	skillset being
10 Core Le	eadership S	kills Focuse	ed on Impr	oving Com	munication
<ol> <li>Change I</li> <li>Coaching</li> <li>Communi</li> <li>Conflict F</li> <li>Empower</li> <li>Motivatio</li> <li>Profession</li> </ol>	Resolution rment n & Attitude Impro nalism ship Building				

## #4 - May 18, 2015 - Domestic Violence & Sexual Assault Training - Fremont

The APA was provided with the following documentation to support this training:



The following information was found on <u>http://www.nicp.net/?page\_id=49</u> (06/02/2016) and contains information that is similar to the documentation provided to the APA shown above.

	Nationa Crime A Global		ention	i Andrease		
me	Military Training	Training	Instructors	Clients	Links	Conta
Do To	mestic Abu pics	use and	Sexual	Assau	lt Trai	ning

This appears to be a 2-3 day course offered by the National Institute of Crime Prevention. No courses offered in Nebraska.

#### Child Sexual Abuse 120 minutes

This training starts with a video case history of family sexual abuse. A now 35 year old woman was sexually abused by her father when she was a child. Her 10 year old son is now performing sex acts on other children and it is feared that her father (the child's grandfather) has been sexually abusing him. At its conclusion there will be a discussion of the video. The power point presentation looks at the different types of child sexual abuse and possible interventions. We will discuss typologies of abusers, and statutory criminal violations. Several cases that the presenter personally investigated will be reviewed.

#### Domestic Violence is a Community Problem: 60 minutes

A four year old boy is shot to death by his mother's boyfriend. Before the investigation is over three law enforcement officers will be dead. A pregnant woman is taken hostage before the suspect commits suicide. This is a story of how domestic violence can touch the lives of so many in the community.

#### Understanding Victim and Abuser Behavior: 90 minutes

This presentation starts with an analysis of the dynamics of domestic violence within the context of power and control. Attendees will learn the different methods that abusers us to control their victims. We will discuss the effects of control and violence on victims. The attendees will learn reasons why victims don't leave.

#### Effective Intervention is the Key: 60 minutes

This segment looks at various proven intervention techniques to provide victims with safety and hold batterers accountable. We will consider the criminal justice approach, victim advocate approach and the victim services approach. We will look at how bureaucracies present obstacles to protecting victims and how to overcome them. We will discuss prevention strategies, safety plans and threat assessments.

#### Recognizing Strangulation as a Crime: 60 minutes

This segment explains the statutory definition of strangulation. Attendees will learn the various forms of strangulation. We will explain the serious consequences that can occur from being strangled.

#### What is This Doing to The Kids? 60 minutes

This segment investigates the effect of domestic violence on children. Attendees will learn how to do effective intervention and why it is important. They will hear a 911 tape of a six year old girl and see how family violence affects kids even if they are not victims of child abuse.

#### Drug Facilitated Rape: 60 minutes.

This segment deals with the effects of rape drugs and how to detect if someone has been given the drug. It focuses on proper treatment of victims as well as enforcement practices. We will discuss the prevalence of the problem and some intervention techniques.

© Copyright 2011 National Institute of Crime Prevention

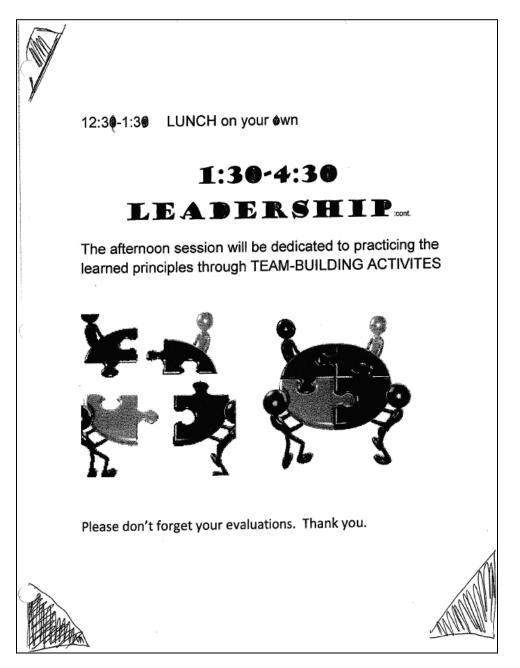
This course also appears to have a registration fee of \$475, as illustrated below. However, Project Response did not pay the registration for this course.

Registration Fee \$475.00 You may scan and email or fax to pre-register. Make check payable to NICP Send this page and the check to: PO Box 271767, Tampa, FI 33688	Credit Card Circle one
Name:Agency:	EXPRESS
	Name on Card
City	Card Holders Signature
Phone#:	Credit Card #
We will confirm registration by email.	Expiration Date /
Email: Contact information (813) 294-9757 Rod Reder E-mail Rod@NICP net Web Site http://www.nicp.net/	Amount \$ CCV # last 3 numbers on back

# #5 – May 20, 2015 – Core Competencies for Leadership (Workshop for Effective Leaders) – Broken Bow

The APA was provided with the following documentation to support this workshop:

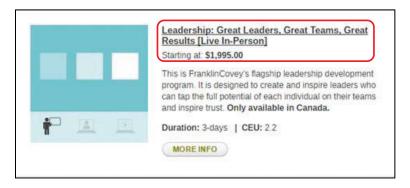
CORE Compet	ENCIES
	DERSHIP
	s= Great Results A Hands-On
8:00-12:30 Foundational Principles	Learn what the 4 imperatives of Great Leaders are     Relate to others as "whole people"
1: Inspire	Model honesty and integrity     Demonstrate character and competence     Inspire trust     Build trust     Demonstrate values and ethics     Earn respect of others
2: Clarify	<ul> <li>Think strategically</li> <li>Know the business</li> <li>Serve the customer</li> <li>Focus on the customer</li> <li>Communicate vision and strategy</li> <li>Communicate change</li> <li>Create consensus</li> <li>Motivate others</li> <li>Generate Resources</li> </ul>
3: Align Purpose	<ul> <li>Deliver results</li> <li>Take responsibility for results</li> <li>Execute with excellence</li> <li>Measure performance</li> <li>Setting team goals</li> <li>Establish plans for the team</li> <li>Create high-performance culture</li> </ul>

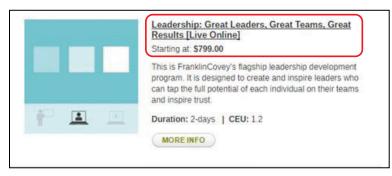


The following information was found on <u>http://www.franklincovey.com/tc/solutions/leadership-solutions/leadership-great-leaders-great-teams-great-results/objectives</u> (06/02/2016) and contains information that is similar to the documentation provided to the APA shown above.

	Core competencies	for Leadership: Great L	eaders, Great Teams, Great Results include:
	Program Timeline	Core Competencies	Participants will be able to:
	Day 1: Morning	Foundation	<ul> <li>Learn what the 4 Imperatives of great leadership are</li> <li>Relate to others as "whole people"</li> </ul>
	Day 1: Afternoon	Imperative 1: Inspire Trust	<ul> <li>Model honesty and integrity</li> <li>Demonstrate character and competence</li> <li>Inspire trust</li> <li>Build trust</li> <li>Demonstrate values and ethics</li> <li>Earn respect of others</li> </ul>
	Day 2: Morning	Imperative 2: Clarify Purpose	<ul> <li>Think strategically</li> <li>Know the business</li> <li>Serve the customer</li> <li>Focus on the customer</li> <li>Communicate vision and strategy</li> <li>Communicate change</li> <li>Create consensus</li> <li>Motivate others</li> <li>Business sense</li> <li>Business acumen</li> </ul>
	Day 2: Afternoon	Imperative 3: Align Systems	<ul> <li>Establish plans for the team</li> <li>Create high-performance culture</li> <li>Attract and retain talent</li> <li>Reward and motivate people</li> </ul>
three-d	n Covey's train les are available onl ay course that does red in Nebraska.		<ul> <li>Reward and motivate people</li> <li>Accountability</li> <li>Improving work processes</li> <li>Align organizational systems</li> <li>Systems thinking</li> <li>Continuous improvement</li> <li>Serve the customer</li> <li>Focus on the customer</li> </ul>

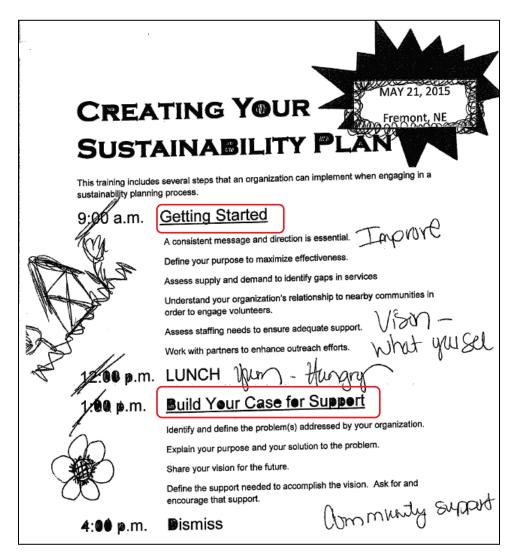
These online courses are available as live or online training, as illustrated below. Again, Project Response did not pay registration fees for these courses.





## #6 - May 21, 2015 - Creating Your Sustainability Plan - Fremont

The APA was provided with the following documentation for this event:



214

The following information was found on <u>http://strengtheningnonprofits.org/resources/e-learning/online/sustainability/Print.aspx</u> (06/02/2016) and contains information that is similar to the documentation provided to the APA shown above.

Creating Your Sustainability Plan		
,,,,,	This documentation was also found for the workshop on April 21, 2015.	
Overview		
and perhaps even to thrive, despite the uncertainty of what the futu	Plan. Sustainability planning includes the actions an organization takes to maximize its chances to survive, are may bring. Sustainability planning is a concrete process that an organization takes on over the course or part of an organization's very fabric. This training will provide you with the resources you need to assist you	
This training includes several steps that an organizat	ion can implement when engaging in a sustainability planning process.	
The first, Getting Started, includes questions that organizational lea	adership should answer in order to position the organization for sustainability.	
The second, Build your Case for Support will walk your organization that audience.	on through a process to determine who is most likely to support you and how you can tailor your message to	D
	ips and Develop Strategies for Maintaining Partnerships, will assist you in achieving one common goal for ort your organization's mission and make you more attractive to potential donors.	
The fifth, Develop Strategies for Resource Development, provides	a thorough list of resource development options for you to consider.	

## #7 – June 3, 2015 – When It's Time to Show Them Who's Boss – Grand Island

The APA was provided with the following documentation for this event:

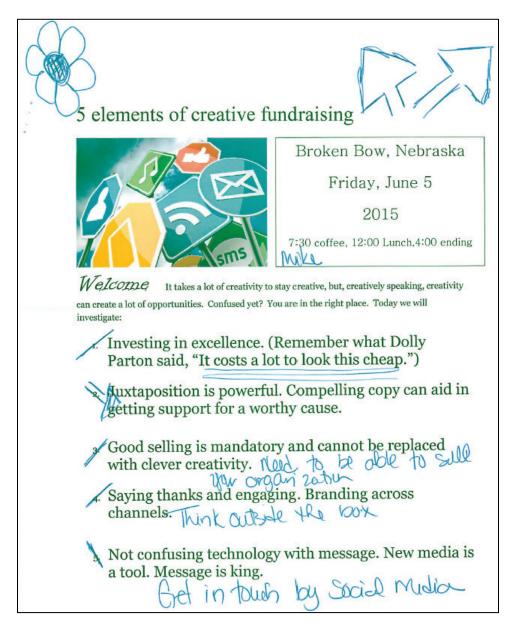
When It's Time To Show Them Who's Boss ALAL Morning Session: Transitioning From Buddy To Boss You've worked hard. You've stayed late. You've been a team leader. And, finally, you've gotten that promotion. Now what? Build that team, train those new hires, push all the papers, and create great results. It's significantly different than the job you used to do. Please return promptly at 1:00 Ahhh Lunch!! Afternoon session: **Clarify Your Role and Theirs** Set Clear Expectations Align Expectations with Employees TH Hire for Attitude and Teach Skill W. Keep Your Shirt On LEADER

The following information was found on <u>http://www.thenonprofittimes.com/news-articles/transitioning-buddy-boss/</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.

				<b>INTES</b>	SEARC	H THE NONPROFIT TIM		
HOME	JOBS	ARTICLES	BLOGS	MGMT TIPS	GRANTS	MARKETPLACE	EXEMPT	LIBI
HOME	1003	ARTICLES	DLUUS	Mamiriis	GRANTS	MARKEITLAGE		
By Monic You've promot	a Wofford - worked hation. Now	October 29, 2014 ard. You've sta	yed late. You at team, trai	n those new hir	leader. And,	finally, you've gott le papers, and creat		ts.
Set Clea	r Expect xpectatio Attitud	ons with En le and Teach	nployees					

## #8 – June 5, 2015 – 5 Elements of Creative Fundraising – Broken Bow

The APA was provided with the following documentation for this event:

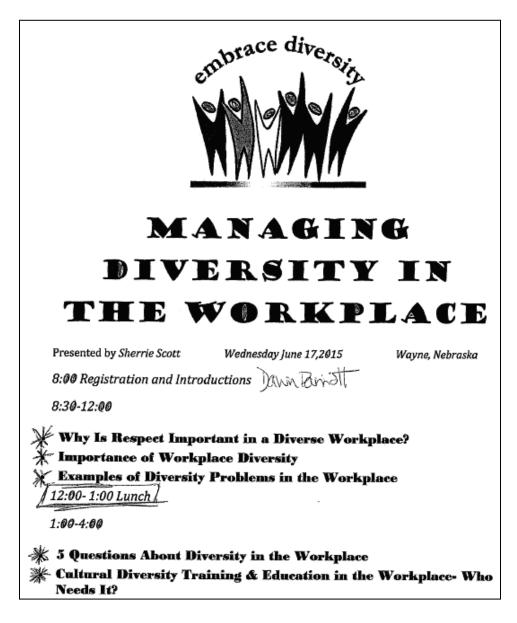


The following information was found on <u>http://www.thenonprofittimes.com/management-tips/5-elements-of-fundraising-creative/</u> (06/03/2016) and contains information that is similar to the documentation provided to the APA shown above.

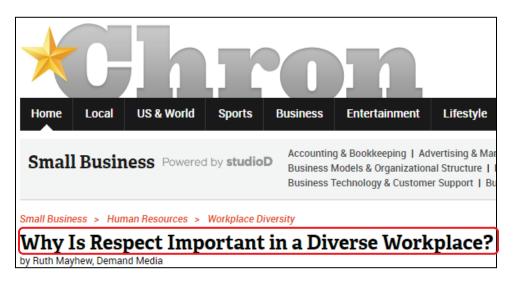


## #9 – June 17, 2015 – Managing Diversity in the Workplace – Wayne

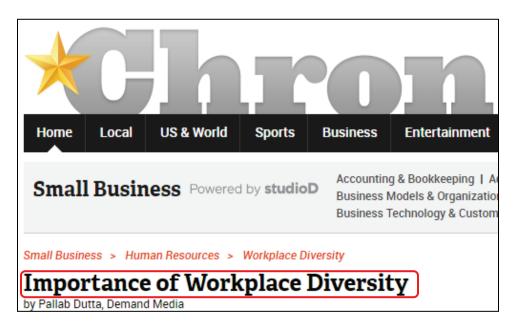
The APA was provided with the following documentation for this event:



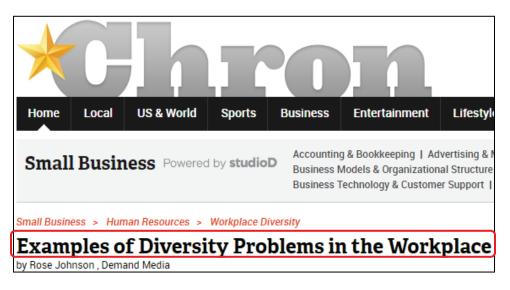
The following information was found on <u>http://smallbusiness.chron.com/respect-important-diverse-workplace-11475.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



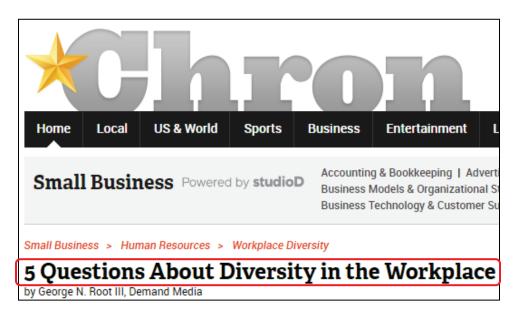
The following information was found on <u>http://smallbusiness.chron.com/importance-workplace-diversity-43235.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



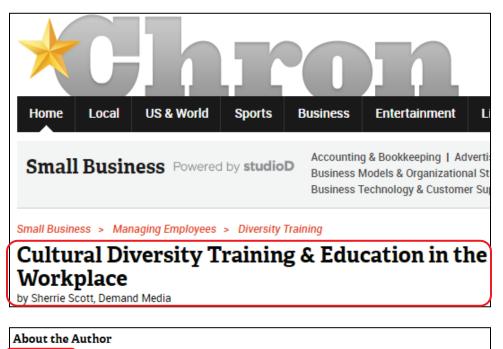
The following information was found on <u>http://smallbusiness.chron.com/examples-diversity-problems-workplace-19389.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



The following information was found on <u>http://smallbusiness.chron.com/5-questions-diversity-workplace-1809.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



The following information was found on <u>http://smallbusiness.chron.com/cultural-diversity-training-education-workplace-1853.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



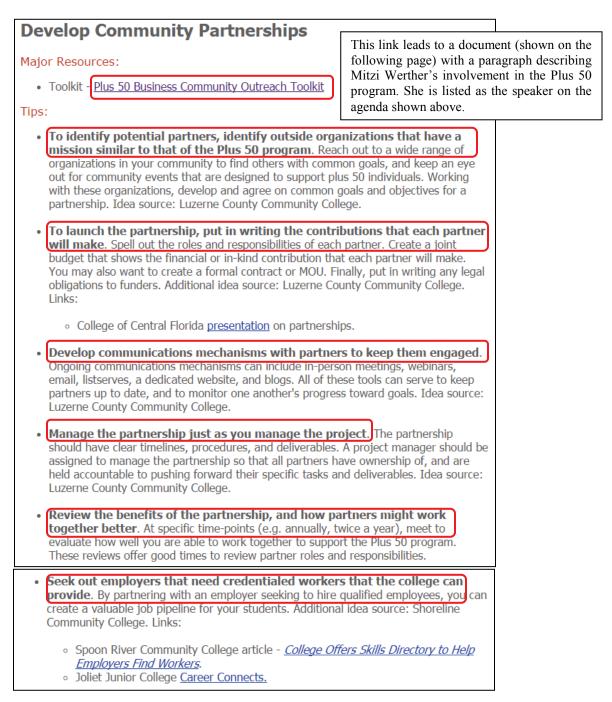
Sherrie Scott s a freelance writer in Las Vegas with articles appearing on various websites. She studied political science at Arizona State University and her education has inspired her to write with integrity and seek precision in all that she does.

## #10 – June 18, 2015 – Community Involvement – Geneva

(NN22000 DOLLIO (DD resented by υ D Community Mitzi Werther Geneva, NE 6/18/2015 **Inv**õ mmunity To identify potential partners, identify outside organizations that have a mission similar to that of the program. To launch the partnership, put in writing the contributions that each partner will make. Develop communications mechanisms with partners to keep them engaged. Manage the partnership. Review the benefits of the partnership, and how partners might work together better. Seek out local employers and ask them to serve. Invite the media to participate as a partner. 201220 Realize that community partners can amplify the resources available to your program. M020000 b Leven

The APA was provided with the following documentation for this event:

The following information was found on <u>http://plus50.aacc.nche.edu/colleges/tips\_college/</u> <u>soetips/Pages/community\_partnerships.aspx</u> (06/03/2016) and contains information that is similar to the documentation provided to the APA shown above.





The following information was found on <u>http://plus50.aacc.nche.edu/documents/</u> <u>AACC\_outreach\_toolkit.pdf</u> (06/03/2016) and contains information that was included on the documentation provided to the APA shown above.



## #11 – July 13, 2015 – Self-Care – Geneva

Self-Care \* Some employed at moning stretch-Is NOT selfish Geneva Nebraska July 13, 2015 7:30 Welcome Coffee & Registration 8:00 Introductions Presenter Susan Grimes Jell ♥ Physical Self-Care ♥ Psychological Self-Care ♥ Spiritual Self-Care ₩ 12:00 Lunch on your own Food -=thingmy 1:15 ♥ Emotional Self-Care Workplace or Professional Self-Care talk to workes what are they 🛛 Balance Boy language

The APA was provided with the following documentation for this event:

The following information was found on <u>https://www.ecu.edu/cs-dhs/rehb/upload/</u> <u>Wellness\_Assessment.pdf</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.

	Self-Care Assessment Worksheet
	Sey-Care Assessment Worksneet
	sessment tool provides an overview of effective strategies to maintain self-care. After completing the full nent, choose one item from each area that you will actively work to improve.
Using t	he scale below, rate the following areas in terms of frequency: 5 = Frequently 4 = Occasionally 3 = Rarely 2 = Never 1 = It never occurred to me
Physic	al Self-Care
	Eat regularly (e.g. breakfast, lunch and dinner)
	Eat healthy
	Exercise
	Get regular medical care for prevention
	Get medical care when needed
	Take time off when needed
	Get massages
	Dance, swim, walk, run, play sports, sing, or do some other physical activity that is fun
	Take time to be sexual—with yourself, with a partner
	Get enough sleep
	Wear clothes you like
	Take vacations
	Take day trips or mini-vacations
	Make time away from telephones
	Other:
Psycho	ological Self-Care
	Make time for self-reflection
	Have your own personal psychotherapy
	Write in a journal
	Read literature that is unrelated to work
	Do something at which you are not expert or in charge
	Decrease stress in your life

	Let others know different aspects of you
	Notice your inner experience-listen to your thoughts, judgments, beliefs, attitudes, and
	feelings
	Engage your intelligence in a new area, e.g. go to an art museum, history exhibit,
	sports event, auction, theater performance
	Practice receiving from others
	Be curious
	Say "no" to extra responsibilities sometimes
	Other:
Emo	tional Self-Care
	Spend time with others whose company you enjoy
	Stay in contact with important people in your life
	Give yourself affirmations, praise yourself
	Love yourself
	Re-read favorite books, re-view favorite movies
	Identify comforting activities, objects, people, relationships, places and seek them out
	Allow yourself to cry
	Find things that make you laugh
	Express your outrage in social action, letters and donations, marches, protests
	Play with children
	Other:
<b>a</b> : ::	
Spirit	ual Self-Care
	Make time for reflection
	Spend time with nature
	Find a spiritual connection or community
	Be open to inspiration
	Cherish your optimism and hope
	Be aware of nonmaterial aspects of life
	Try at times not to be in charge or the expert
	Be open to not knowing

	Identify what in meaningful to you and notice its place in your life
	Meditate
	Pray
	Sing
	Spend time with children
	Have experiences of awe
	Contribute to causes in which you believe
	Read inspirational literature (talks, music, etc.)
	Other:
Work	place or Professional Self-Care
	Take a break during the workday (e.g. lunch)
	Take time to chat with co-workers
	Make quiet time to complete tasks
	Identify projects or tasks that are exciting and rewarding
	Set limits with your clients and colleagues
	Balance your caseload so that no one day or part of a day is "too much"
	Arrange your work space so it is comfortable and comforting
	Get regular supervision or consultation
	Negotiate for your needs (benefits, pay raise)
	Have a peer support group
	Develop a non-trauma area of professional interest
	Other:
Balan	ce
	Strive for balance within your work-life and workday
	Strive for balance among work, family, relationships, play and rest
Source: '	Fransforming the Pain: A Workbook on Vicarious Traumatization. Saakvitne, Pearlman & Staff of TSI/CAAP (Norton, 1996)

## #12 – July 14, 2015 – Dealing with Bullies at Work – Norfolk

The APA was provided with the following documentation for this event:

Ð. Dealing with Bullies at Work A workshop for employers by Don Williams 7/14/15 Norfolk, NE Being a target of a bully not only affects one's work life, but can also affect health, possibly causing headaches, loss of appetite, high blood pressure, insomnia, clinical depression, panic attacks and even PTSD. This can result in loss of productivity in the workplace. 8:00 – 12:00 Morning Session How do you know when it is bullying? Who is the bully? Why do some women do it? What is the purpose of bullying? Staff nuds to Know Lines, Boundaries Are you a boss who bullies? Help for your employees. 12:00 Break for LUNCH 1:00 - 4:00 Afternoon Session Tips For Dealing With Being Bullied At Work 1. Don't get emotional. 2. Don't blame yourself. 3. Do your best work. Uniformation 4. Build a support network. 5. Document everything. 6. Seek help. and get it out Get counseling.. 8. Stay healthy. Ś. ,Educate yourself. Don't expect to change the bully

The following information was found on <u>http://www.huffingtonpost.com/dr-michelle-</u> <u>callahan/work-bullies\_b\_833977.html</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



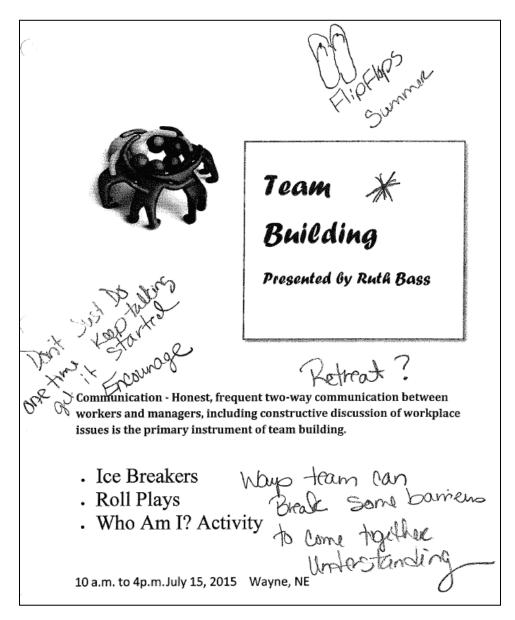
#### Ten Tips For Dealing With Being Bullied At Work

- 1. Don't get emotional. Bullies take pleasure in emotionally manipulating people. Stay calm and rational to diffuse the situation.
- 2. **Don't blame yourself.** Acknowledge that this is not about you; it's about the bully. Don't lose your confidence, or think you are incapable or incompetent. They are usually beating you at a mind game, not based on your actual work performance.
- 3. Do your best work. The bully's behavior will seem more justified if you aren't doing your best work, or if you do things like come to work late, take long lunches, turn in work late, etc.
- 4. Build a support network. Instead of allowing the bully to make you retreat into your office, work on building your relationships with your coworkers so that you have support and the bully doesn't turn them against you as well (although she will try and may even be successful).
- 5. Document everything. Keep a journal (on your personal computer or in writing, but never leave it in the office) of what happened when (and who witnessed it) so that if you need to escalate this problem to Human Resources, you have the information you need to make your case. Keep emails and notes.
- 6. Seek help. If you think you're being bullied, it's time to start talking to others who can help you manage this situation. Try a mentor, advocate, seasoned/experienced friend, even a legal advocate who specializes in bullying and inappropriate or discriminatory behavior in the workplace. Tread lightly when approaching your human resources department. They work for the company, not you, so you have to be careful about what you share depending on how well liked and supported your bully is within the organization. HR doesn't have the luxury of keeping everything you say confidential so don't treat a meeting with them like a counseling session where you should share everything you think/feel or assume that they can or will fix the problem for you.

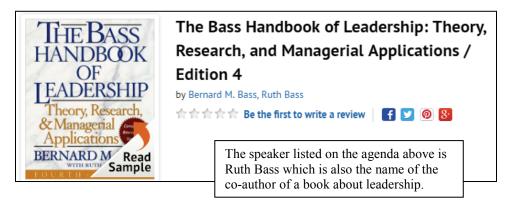
- <u>Get counseling.</u> It will help you deal with the stress, especially if the bullying is already affecting your physical and mental health. You have to take care of yourself.
- 8. Stay healthy. Maintain a healthy and balanced lifestyle outside of work to help you cope with the madness at work. Work out, get a good night's sleep and eat a healthy diet.
- Educate yourself. Learn everything you can about bullying, your company's policies on inappropriate behavior and occupational law regarding this kind of experience. The more you know, the better your chances of successfully dealing with this situation.

0. Don't expect to change the bully. Real behavior change is difficult and it takes time. You have no control over a bully's willingness to accept that they have a problem and to work on it. You can do your best to manage the situation, but it's really the company's responsibility to be observant and responsive to the needs of their workers and the general work environment. In the worst-case scenario you may need to leave your job or be prepared for a long hard fight with your bully and your employer.

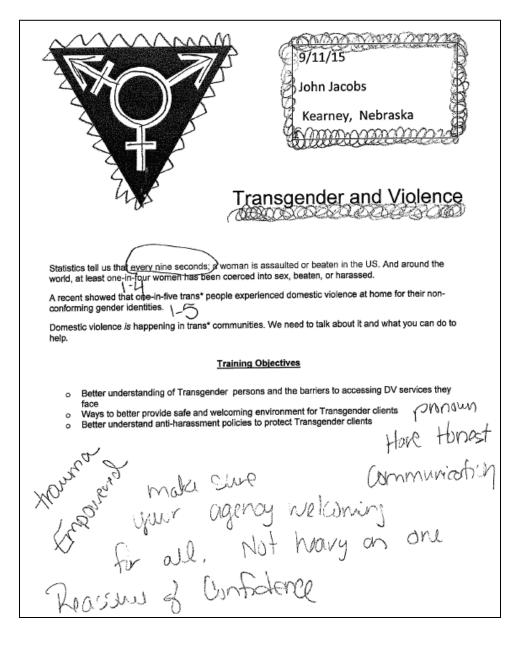
# #13 – July 15, 2015 – Team Building – Wayne



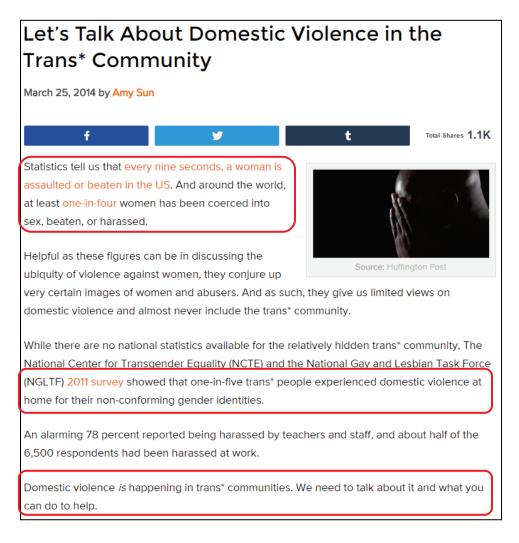
The following information was found on <u>http://www.barnesandnoble.com/w/the-bass-handbook-of-leadership-bernard-m-bass/1112118082</u> (06/03/2016) and contains information that was included on the documentation provided to the APA shown above.



## #14 – September 11, 2015 – Transgender & Violence – Kearney

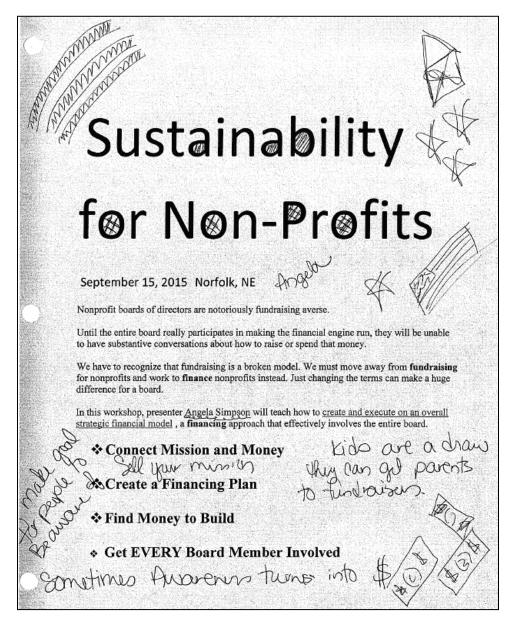


The following information was found on <u>http://everydayfeminism.com/2014/03/domestic-violence-trans-community/</u> (06/03/2016) and contains information that is similar to the documentation provided to the APA shown above.



# #15 – September 15, 2015 – Sustainability for Non-Profits – Norfolk

The APA was provided with the following documentation:



The following information was found on <u>http://nonprofit.about.com/od/fundraising/fl/How-to-Move-Your-Nonprofit-Board-from-Fundraising-to-Financing.htm</u> (06/03/2016) and contains information that is similar to the documentation provided to the APA shown above.

# How to Move Your Nonprofit Board from Fundraising to Financing

By Nell Edgington, Social Velocity

Updated December 16, 2014.

#### Nonprofit boards of directors are notoriously fundraising averse.

Until the entire board really participates in making the financial engine run, they will be unable to have substantive conversations about how to raise or spend that money.

I know that this is a fairly controversial view, but perhaps it would be less controversial if we moved away from **fundraising** for nonprofits and worked to **finance** nonprofits instead. Just changing the terms can make a huge difference for a board.

We have to recognize that fundraising is a broken model. Most nonprofits chase low-return fundraising efforts that keep them from achieving financial sustainability. Instead nonprofits and their boards must together <u>create and execute on an overall strategic financial model</u> for the impact they want to achieve.

A financing approach that effectively involves the entire board looks like this:

#### Connect Mission and Money

The financial woes of a nonprofit often stem from a misalignment of mission and money. A nonprofit board that creates <u>a financial engine that is fully connected to and supportive of the mission</u> (instead of detracting or isolated from it) will enjoy financial sustainability. Nonprofits must make money one of the goals of their <u>strategic plan</u> and make sure that all elements of a nonprofit's operations and its board are fully integrated and moving forward together.

#### Create a Financing Plan

Once money and mission are connected, a nonprofit's board and staff must create a comprehensive strategy for bringing enough, and the right kind of money in the door to achieve their strategic goals. Money must be understood and used as a **tool**, instead of feared or ignored.

A <u>financing plan</u> integrates all activities that bring money in the door (individual donors, <u>foundation</u> <u>grants</u>, earned income, <u>government contracts</u>) and funds both the short and long term goals, as well as the programs and infrastructure of the organization.

#### Find Money to Build

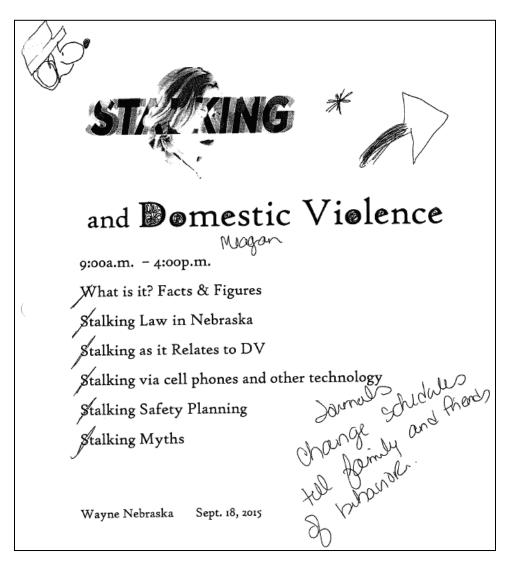
In such a stark economic environment those nonprofits that don't have adequate infrastructure simply will not survive, let alone be able to address the social problem they were organized to solve.

Nonprofit boards and staffs must become savvy about <u>capacity capital</u> and start raising the money they need to build the organization their mission requires. <u>Capacity capital</u> is a one-time infusion of significant money to strengthen or grow the organization so that it can create more impact. A nonprofit will only get better at delivering impact if it has an effective organization behind its work.

#### Get EVERY Board Member Involved

I am not suggesting that we force every board member to ask individuals for money. Far from it. Rather, I'm arguing that nonprofits start getting really strategic about tapping into each individual board member's strengths in order to make a sustainable financial engine a reality for their nonprofit.

# #16 – September 18, 2015 – Stalking & Domestic Violence – Wayne



<ul> <li>A victim is 500% more likely to be killed by an intimate partner if a firearm is present.[iii]</li> <li>A majority of intimate partner homicide victims are killed with firearms.[iv]</li> <li>Half of all women killed by intimate partners are killed by dating partners.[v]</li> </ul> We must tell cur legislators the current definition of 'intimate partner' is woefully out of date and insist they	
homicide. Although a person convicted of domestic violence against a current or former spouse, cohabitant or victim with whom the perpetrator shares a biological child is prohibited by federal law from owning a firearm, dating abusers and stalkers are subject to no such prohibition. <b>\$.1520</b> and bi-partisan H.R.3130, bills introduced by Senator Klobuchar and Representatives Dingell and Dold respectively, would close this gap. Urge your Senators and Representatives to support these life- saving bills. Congress will be back home throughout the month of August. Call your Senators' and Representative's DC and district offices and let them know it should not matter whether or not a victim or survivor is married to an offender-federal law should protect <b>ALL</b> victims, including victims of dating violence and stalking. <b>Background:</b> In 1996, Congress passed the Lautenberg Amendment, prohibiting people convicted of misdemeanor crimes of domestic violence from owning firearms.[i] Legislators understood that many violent felony-level crimes involving domestic violence are ultimately pled down to misdemeanors. The law already prohibited gun ownership by felons, and Congress expanded that ban to ensure abusers could not use plea bargains to evade the consequences of their actions. <b>Dating Violence:</b> The federal domestic violence firearms ban <b>does not apply to offenders who harm</b> <b>their dating partners.[ii]</b> Under current federal law, the abuser who punches, strangles or beats a dating partner is still legally able to purchase firearms even if convicted of the misdemeanor crime of domestic violence. This is a secious gap in federal law - we demand Congress fix this! • A victim is <b>500%</b> more likely to be killed by an intimate partner if a firearm is present.[ii] • A majority of intimate partner homicide victims are killed with firearms.[v] • Half of all women killed by intimate partners are killed by dating partners.[v]	
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<ul> <li>their dating partners.[ii] Under current federal law, the abuser who punches, strangles or beats a dating partner is still legally able to purchase firearms even if convicted of the misdemeanor crime of domestic violence. This is a serious gap in federal law - we demand Congress fix this! <ul> <li>A victim is 500% more likely to be killed by an intimate partner if a firearm is present.[iii]</li> <li>A majority of intimate partner homicide victims are killed with firearms.[iv]</li> <li>Half of all women killed by intimate partners are killed by dating partners.[v]</li> </ul> </li> </ul>	misdemeanor crimes of domestic violence from owning firearms.[i] Legislators understood that many violent felony-level crimes involving domestic violence are ultimately pled down to misdemeanors. The law already prohibited gun ownership by felons, and Congress expanded that ban to ensure abusers
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	<ul> <li>A majority of intimate partner homicide victims are killed with firearms.[iv]</li> </ul>
expand the delinition to include formal and deliver during participation	We must tell our legislators the current definition of 'intimate partner' is woefully out of date and insist they expand the definition to include former and current dating partners.
Stalking: Federal law also fails to keep guns out of the hands of persons convicted of misdemeanor crimes of stalking. Stalking is a very serious crime and an indicator of lethality, but even a stalker who explicitly threatens his victim's life is legally allowed to possess a firearm.	misdemeanor crimes of stalking. Stalking is a very serious crime and an indicator of lethality, but even

The following information was found on <u>http://4vawa.org/4vawa/2015/7/28/protect-victims-of-dating-violence-and-stalking-from-gun-violence</u> (06/03/2016) and contains information that matches exactly to the documentation provided to the APA shown above.



#### Protect Victims Of Dating Violence And Stalking From Gun Violence

Current federal law fails to protect many victims of intimate partner violence from gun-enabled abuse and homicide. Although a person convicted of domestic violence against a **current or former spouse, cohabitant or victim with whom the perpetrator shares a biological child** is prohibited by federal law from owning a firearm, dating abusers and stalkers are subject to no such prohibition.

**S.1520** and bi-partisan **H.R.3130**, bills introduced by Senator Klobuchar and Representatives Dingell and Dold respectively, would close this gap. Urge your Senators and Representatives to support these life-saving bills. Congress will be back home throughout the month of August. Call your Senators' and Representative's DC and district offices and let them know it should not matter whether or not a victim or survivor is married to an offender—federal law should protect **ALL** victims, including victims of dating violence and stalking.

*Background*: In 1996, Congress passed the Lautenberg Amendment, prohibiting people convicted of misdemeanor crimes of domestic violence from owning firearms.[i] Legislators understood that many **violent felony-level crimes** involving domestic violence are ultimately pled down to misdemeanors. The law already prohibited gun ownership by felons, and Congress expanded that ban to ensure abusers could not use plea bargains to evade the consequences of their actions.

Dating Violence: The federal domestic violence firearms ban **does not apply to offenders who harm their dating partners**.[ii] Under current federal law, the abuser who punches, strangles or beats a dating partner is still **legally able to purchase firearms** even if convicted of the misdemeanor crime of domestic violence. This is a serious gap in federal law – we *demand* Congress fix this!

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- A majority of intimate partner homicide victims are killed with firearms. [iV]
- Half of all women killed by intimate partners are killed by dating partners.[V]

We must tell our legislators the current definition of `intimate partner' is woefully out of date and insist they expand the definition to include former and current dating partners.

Stalking: Federal law also fails to keep guns out of the hands of persons convicted of misdemeanor crimes of stalking. Stalking is a very serious crime and an indicator of lethality, but even a stalker who explicitly threatens his victim's life is legally allowed to possess a firearm.

This online document is the same as the one provided by the Director on the previous page.

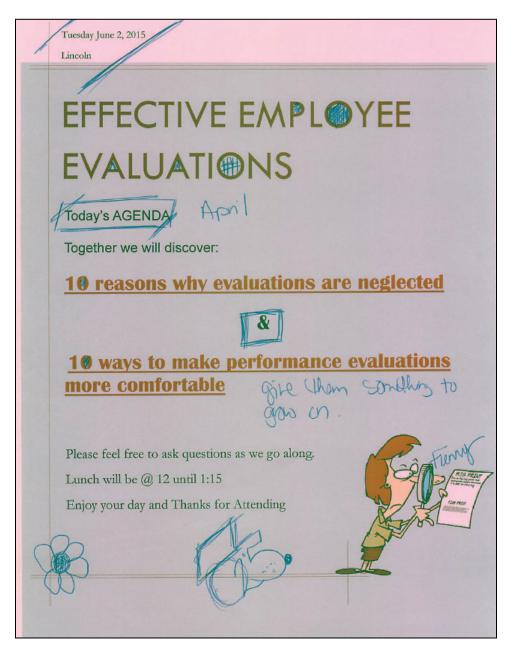
# #17 – May 22, 2015 – Domestic Violence – Kearney

Domestic Violence It hurts everyone Welcome, We are glad you came! AGENDA Friday Introductions what kind of May 22, DV 101 a review 2015 Kearney DV and women DV and men DV and LGBTQ DV and children 6. 7. DV and the elderly Breaks as needed Lunch and snacks provided. Remember your self-care.

The APA could not trace the agenda to any record of an event.

# #18 – June 2, 2015 – Effective Employee Evaluations – Lincoln

The APA was provided with the following documentation for this event:



# #19 – June 4, 2015 – Dating Violence Workshop – Wayne

The APA was provided with the following documentation for this workshop:



# #20 – June 16, 2015 – Developing Response to Staff – Kearney

**Developing Response to Staff** Marsha Nixon June 16,2015 Kearney, NE Responding to the request what have been achurd Manage expectations I-----Lunch (on your own)----The money factor fature Making jobs better - Setting Goals S.Reasons to decline a salary increase request 6. Final thoughts are the focus points

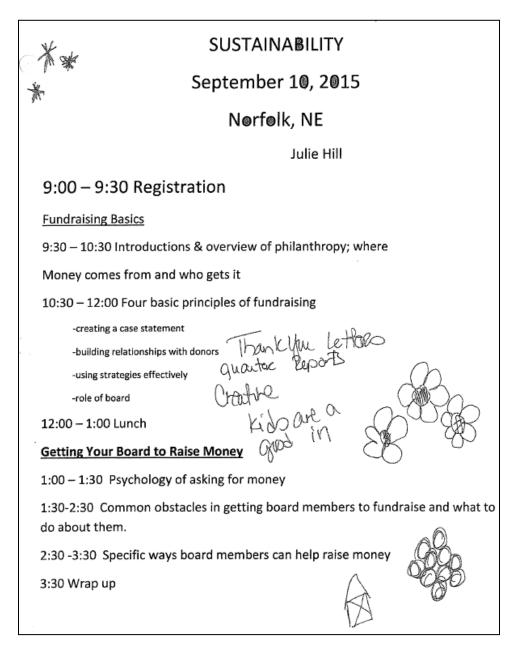
The APA could not trace the agenda to any record of an event.

# #21 – June 19, 2015 – Effective Employee Performance Reviews – Broken Bow

The APA was provided with the following documentation for this event:

EFFECTIVE EMPLOYEE PERFORMANCE REVIEWS 8A.M. - 4:30 P.M. JUNE 19, 2015 BROKEN BOW, NE Bring Has Purpose of Performance Evaluation Using an Employee Self Evaluation Encouraging communication 3 Steps to a Successful 90-Day Performanc Review 1. Communicate expectations 2. Create goals when non work typhe 3. Be results oriented Your 12 4rvst Sandhing that they am Say they I do The Tast shee (1)

# #22 – September 10, 2015 – Sustainability – Norfolk



The APA could not trace the agenda to any record of an event.

# #23 – September 17, 2015 – The Batterer's Impact on Children & Strengthening the Mother-Child Relationship – Broken Bow

The APA was provided with the following documentation for this event:

