312th MEETING OF THE
STATE ENVIRONMENTAL IMPROVEMENT
AND ENERGY RESOURCES AUTHORITY

Hawthorn Bank, Hawthorn Room
3600 Amazonas Drive
Jefferson City, Missouri

March 20, 2014
10:00 a.m.

1. Call to Order

2. Approval of Minutes

   - Approval of Minutes from the 310th Meeting of the Authority Held January 22, 2014, in Jefferson City, Missouri
   - Approval of Minutes from the 311th Meeting of the Authority Held February 11, 2014, in Jefferson City, Missouri

3. Energy Redemption Update

4. Project Updates

5. Selection of Financial Advisor

6. Brownfields Revolving Loan Fund
   A. Program Update
   B. Consideration and Approval of the Funding Recommendation for the Remains, Inc. Project and Authorization for the Director or Her Designee to Enter Into an Agreement on Behalf of the Authority.
   C. Other

7. Strategic Measures Discussion

8. Other Business
   A. Opportunity for Public Comment (Limit of Four Minutes per Individual)
   B. Next Meeting Date
   C. Other

9. Adjournment of Open Meeting

The Authority may vote to close a portion of the meeting in conjunction with the discussion of litigation matters (including possible legal actions, causes of action, any confidential or privileged communications with its attorneys and the negotiation of items of a contract), real estate matters, personnel matters (including the hiring, firing, disciplining or promoting of personnel), or specification for competitive bidding pursuant to Section 610.021 (1), (3) or (11) RSMo.

Members to be Present:	Andy Dalton, Chair Ryan Doyle, Vice-Chair LaRee DeFreece, Secretary Deron Cherry, Treasurer
Staff to be Present:	Karen Massey, Director Joe Boland, Deputy Director Kristin Allan Tipton, Development Director Marcus Rowe, Administration and Project Manager Genny Eichelberger, Office Support Assistant
Legal Counsel to be Present:	David Brown Lewis, Rice & Fingersh, L.C.

State Environmental Improvement and Energy Resources Authority
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Agenda Item #3
Update on Redemption of Energy Efficiency Leveraged Loan Program Bonds, Series 2004

Issue:

At its January, 2014 meeting, the Board authorized redeeming the Series 2004 Energy bonds. That redemption has not yet occurred as staff is waiting on the rating agency's review to determine whether the redemption would adversely impact the Series 2006 bonds.

Action Needed:

None.

Staff Recommendation:

None.

Staff Contact:

Karen Massey

Background:

At the January Board Meeting, authorization was given to redeem the remaining outstanding Energy Efficiency Leveraged Loan Program (EELLP) bonds issued in 2004. The EELLP finance team has prepared all necessary documentation and is ready to proceed with the redemption once Moody's has completed their review of the 2006 bonds. The 2006 bonds will remain outstanding and the review is to determine whether the 2004 redemption will impact the security of the latter series.

It is anticipated that the review will be completed before the end of the month and the redemption will move forward at that time. Following the results of the review, staff will instruct the Trustee Bank to provide notice to the bondholders that the bonds are being called. The redemption will take place no less than 30 days following bondholder notice.

We do not anticipate that the redemption will cause any rating impact on the remaining outstanding series of bonds; however, given the changes in rating criteria over the past few years Moody's is analyzing the 2006 bonds more thoroughly and in different ways than has been done in the past. We are hopeful that we will have the results of the review by the time of the meeting.

Thank you.

KM:ge

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Agenda Item #4
Project Updates

Issue:

Update on the Water Quality Fee Study, water and wastewater affordability efforts and Natural Resource Damages projects.

Action Needed:

None.

Staff Recommendation:

None.

Staff Contact:

Karen Massey

Background:

Since the last meeting, staff has made a great deal of progress in these three areas.

Water Quality Fee Study: The Agreement with the University of North Carolina was finalized and signed as authorized at the January EIERA Board Meeting. The consultant and staff met with MDNR staff and leadership March 4-6 to gather information necessary for the study. The consultant's next steps include research regarding the fee structures of similar programs and developing the spreadsheet models into which the financial data (provided by MDNR) will be incorporated. These models will be tools to assess the revenue requirements and alternative cost allocation methods relating to MDNR's water quality efforts. In our discussions with MDNR, it was determined that the most recent financial data necessary will be provided to the consultant later than anticipated. As such, it is likely that the project will not be completed by our goal of August 30; however, there should be no problem completing the project within the contract term.

Water and Wastewater Infrastructure Affordability Efforts: Our work in the area of affordability has evolved into two separate, yet related, projects. The first is a review of MDNR's statutorily required Affordability Determination Process, the second is the AWIN (Assessing Water Infrastructure Needs) Sustainability Model project with Wichita State University.

In reviewing MDNR's affordability process, Marcus, Joe and I have been in a number of meetings with MDNR permit writing staff and stakeholders regarding the process by which MDNR evaluates the financial burden placed on small communities by new wastewater permit requirements. We have reviewed numerous permits and communications with the communities regarding the affordability determination process as well as data provided by the Missouri Public Utility Alliance (MPUA). EIERA staff also hosted a meeting between the permit staff and MPUA to discuss concerns and suggestions regarding the process. That meeting went well and a number of process improvements were agreed to. At this time, EIERA staff is working on a report containing a summary of that meeting and our conclusions regarding the process. Overall, we feel that the permitting staff did a very good job putting together a process in the amount of time and resources provided and in balancing environmental and economic concerns. Issues exist relating to the appropriateness of the cost estimating tool for small communities, the manner of communication with the communities and the consistency of the results; however, we still need additional information to determine whether the inconsistent results are due to information not contained in the permit, are from process revisions over time or other factors which could include our misinterpretation of the data. We hope to finalize our work in this area in the next couple of weeks.

In our other area of affordability work, the Agreement with Wichita State University regarding the Missouri AWIN model has been negotiated and is in its final stages of approval at the University. The WSU Environmental Finance Center staff team has begun updating their Nebraska research and will next gather Missouri specific data and information. It is anticipated that the bulk of the work will be finished and the preliminary community sustainability model completed by early fall. Model validation and a supplemental survey to capture unique community characteristics will be concluded and the model finalized by the end of the year. From our business planning efforts, you may recall Kristin's interest in working with rural community development. Given her interest and the project's direct tie thereto, Kristin will be the EIERA staff lead for the AWIN project.

Natural Resource Damages: As authorized at the June 2013 EIERA Meeting, we have agreed to a Scope of Work with MDNR relating to the acquisition and restoration of upland habitat properties in Jasper and Newton Counties by the Missouri Prairie Foundation. Another Scope of Work regarding acquisition of properties for restoration by Webb City is awaiting MDNR approval. For each of these projects, we have agreed to help MDNR in three areas: contract drafting assistance, real estate transaction facilitation and as a paying agent. Our hands-on experience with contract drafting/management and our access to real estate legal expertise has provided the technical staff at MDNR and the Fish and Wildlife Service (FWS) much needed assistance in moving these projects forward. It is likely that the contract between MDNR/FWS and the Prairie Foundation will be signed later this month and the first land acquisitions finalized before the end of the fiscal year. The Webb City project is likely follow a few months thereafter.

Staff will be able to provide additional information and answer any questions at the meeting.

Thank you.

KM:ge

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Agenda Item #5
Financial Advisor Selection

Issue:

Proposals of firms wishing to serve as the Authority's Financial Advisor have been received and are in the process of being evaluated.

Action Needed:

Selection of a Financial Advisor for the Authority and the authorization of the Director, or her designee, to negotiate and enter into an agreement therewith on behalf of the Authority.

Staff Recommendation:

A recommendation will be given when the evaluation process is completed.

Staff Contact:

Karen Massey

Background:

Proposals were received in response to the Authority's Request for Proposals to Serve as Financial Advisor which was released as authorized at the Authority's January meeting. The process is proceeding according to the approved schedule and more information will be provided when the evaluations are concluded.

Thank you.

KM:ge

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Agenda Item #6B
Missouri Brownfields Revolving Loan Fund
Remains, Inc. Project

Issue:

Remains, Inc. has requested the Missouri Brownfields Revolving Loan Fund increase its loan amount from $350,000 to $630,000

Action Needed:

Consideration of the funding recommendation for the Remains, Inc. project and authorization for the director or her designee to enter into an agreement on behalf of the Authority.

Staff Recommendation:

Staff recommends that the Board approve an increase in the amount of the loan awarded to Remains, Inc. from $350,000 to $630,000, keeping the same terms as previously negotiated.

Staff Contact:

Kristin Tipton, Development Director

Background:

At the last meeting of the Authority staff presented an update on the Remains, Inc. project describing how the bid price for cleanup is approximately $630,000, a substantial increase over the amount estimated at the time Remains, Inc. made application to the program. Kelly Stewart, Remains, Inc. owner, also attended the meeting and discussed his business operations with the members.

Remains, Inc. submitted updated financial information which has been reviewed by staff and by Kathleen Barney, a former bank lender now employed by the Missouri Development Finance Board. Ms. Barney prepared Attachment "A", which includes financial ratios typically used by lenders when considering loans.

The MBRLF Prudent Lending Practices Attachment "B" did not adopt any specific target ratios, but rather require staff, in consultation with the EIERA's Financial Advisor or other resource professionals, analyze four areas: 1) whether the potential participant can be reasonably expected to satisfy current and long-term obligations as they become due; 2) whether the participant can reasonably be expected to continue as a viable economic interest in light of all financial circumstances; 3) whether they believe the participant can be reasonably expected to comfortably service the loan; and 4) whether additional security above and beyond the subordinated deed of trust would be prudent and advisable.

Ms. Barney commented on the participant's Sources and Uses chart, which shows lines of credit used to service our loan, noting that this is highly unusual. Remains, Inc. responded that the lines of credit were indicated only to show that our loan could be serviced if they were unable to achieve conventional financing following cleanup. The Remains, Inc. application included a letter from their bank that the bank would be favorable to making such a loan once the property is clean, but would not commit to doing so prior to cleanup. After preparing the ratios, Ms. Barney advised staff that while the liquidity ratios are still positive even if the lines of credit are drawn, the cash flows do not work if the lines of credit are used. At this time, it is not anticipated that the lines of credit will be drawn.

Ms. Barney also noted that when they time comes for Remains to secure conventional financing; the Authority will have some control given the fact of its superior deed of trust. Ms. Barney's conclusion was that the financials tend to indicate that the company is in a good position and should be able to service our loan along with other debts.

The MBRLF Review Team, consisting of representatives from the Authority, the Missouri Department of Natural Resources Brownfield Voluntary Cleanup Program and the Missouri Department of Economic Development also met and reviewed the project and updated financial information. The Review Team unanimously recommends that the Authority increase the loan amount to Remains, Inc. to $630,000 with the same terms.

Our current loan is secured with a second mortgage on the entire property parcel, with a current face value of $500,000. A May 2012 appraisal on the property estimated a value of $1,250,000 once the cleanup and redevelopment is complete. Remains Inc. is currently paying interest on loan draws and will continue to do so until eighty-four principal payments begin on April 1, 2015.

KT:ge

Attachments

Remains, Inc.

Current Ratio Before New Debt	**Books & Records Balance Sheet 12.31.13**	**Books & Records + Bank Stmts (1)**
Cash	285,179.000	458,795.000
Accounts Receivable	144,247.000	144,247.000
Inventory	99,541.000	99,541.000
Total Current Assets	528,967.000	702,583.000
Total Current Liabilities	126,653.000	126,653
Current Ratio	4.18	5.55

Current Ratio after Cash Injection Proposed on Sources & Uses	**Books & Records Balance Sheet 12.31.13 (2)**	**Books & Records + Bank Stmts**
Cash		458,795.000
Less: Cash Injection on Sources		-344,300.000
Accounts Receivable		144,247.000
Inventory		99,541.000
Total Current Assets		358,283.000
Total Current Liabilities		126,653
Lines of Credit		250,000
Total AdjustedCurrent Liabilities		376,653
Current Ratio		0.95

(1) Bank statements were submitted with Remains, Inc. named as owner with cash balances that exceed the amount shown on balance sheet. PNC account ending in 5466 in Remains' name but shown on Mr. Stewart's personal financial statement.

(2) Not calculated since all cash in Remains, Inc.bank accounts are not shown on balance sheet

Remains, Inc.

	Books & Records 12.31.13	Books & Records 12.31.13 Incl. Bldg Value from Personal Financial Stmt. (3)
Debt to Worth Ratio Before New Debt		
Total Liabilities	292,329	292,329
Net Worth	306,915	706,915
Debt to Worth Ratio	0.95	0.41
Debt to Worth Ratio-New debt as Proposed in Sources and Uses		
Total Liabilities	292,329	292,329
EIERA Loan	630,720	630,720
Lines of Credit Debt	250,000	250,000
Total Revised Liabilities	1,173,049	1,173,049
Net Worth	306,915	706,915
Debt to Worth Ratio	3.82	1.66

(3) Building occupied by Remains is shown on personal financial statement rather than business. Deed submitted in application has title going to Remains, Inc. & EIERA existing loan docs are to Remains, Inc.

Remains, Inc.

Debt Service Coverage Ratio Assuming New Debt at Interest Only

	2013	2012
Traditional Cash Flow	147,560	448,570
Add: Interest Expense	6,926	12,689
Depreciation	0	8,568
Adjusted Traditional Cash Flow	154,486	461,259
P & I Existing Equipment Loan	50,928	50,928
Interest on EIERA Loan	18,921	18,921
7% Interest of US Bank Line	7,000	7,000
3.6% Interest on PNC Line	5,400	5,400
Total Debt Interest Only Debt Svc	82,249	82,249
Debt Service Coverage Ratio	1.88	5.61

Debt Service Coverage Ratio Assuming P & I

Traditional Cash Flow	147,560	448,570
Add: Interest Expense	6,926	12,689
Depreciation	0	8,568
Adjusted Traditional Cash Flow	154,486	461,259
P & I Existing Equipment Loan	50,928	50,928
EIERA Loan	99,757	99,757
7% Interest of US Bank Line	7,000	7,000
3.6% Interest on PNC Line	5,400	5,400
Total Debt Interest Only Debt Svc	163,085	163,085
Debt Service Coverage Ratio	0.95	2.83

Missouri Brownfields Revolving Loan Fund

Prudent Lending Practices Guidelines

Overview

The Environmental Improvement and Energy Resources Authority (EIERA) is the recipient from the United States Environmental Protection Agency (EPA) of a Brownfields Revolving Loan Fund. Funding may be provided for the cleanup of both hazardous substances and petroleum contaminated sites. EIERA will offer both loans and subgrants. No more than 40% of the cleanup funds may be awarded in subgrants. The maximum principal amount of a subgrant may not exceed $100,000 per site, without a waiver from EPA, and may be made only to entities which would be eligible recipients of an EPA Brownfields Grant which own fee simple title to the properties which meet the definition of Brownfields (or excluded but eligible for a property-specific funding determination) to be cleaned up/remediated including political subdivisions, indian tribes and qualifying non-profit organizations. There is no maximum principal amount for loans and eligible borrowers may include for-profit enterprises that meet the Brownfields Law criteria.

Loan/Subgrant Application and Approval Process

Applications will be taken on a first-come, first-served basis. Applicants will complete a Pre-Application which EIERA staff will review to determine if the Applicant, Property and Project meet all program eligibility requirements. Eligible Applicants will then be invited to complete a Full Application. Applicants will be made aware that eligible costs do not include administrative costs.

Credit Worthiness/Financial Evaluation Procedures

In light of the foregoing and for purposes of determining the financial need, credit worthiness and sufficiency of collateral security, each potential Participant shall submit for EIERA's review a completed "Full Application for Credit Analysis and Financial Evaluation" with all requested documentation.

EIERA's staff may waive receipt of certain requested information exercising reasonable discretion. Upon receipt of a completed Full Application, the EIERA staff may undertake additional investigation including obtaining credit reports from recognized credit reporting agencies. EIERA staff, in consultation with its Financial Advisor or other resource professionals shall review all such information and undertake the following:

1. The EIERA staff/Financial Advisor shall perform such analysis as is reasonably prudent to make an informed decision as to the potential Participant's ability to pay existing and anticipated debts (including the proposed financial assistance) as they become due. This analysis may include performing liquidity ratios such as a "current ratio" (a comparison of Participant's current assets to current liabilities) and an "acid test" (a comparison of Participant's most liquid assets to its most liquid liabilities). EIERA does not adopt any specific target ratio. Rather the staff shall, in consultation with the EIERA's financial advisor or other resource professionals, advise as to whether or not they believe the potential Participant can be reasonably expected to satisfy current and long-term obligations as they become due.

2. Staff/Financial Advisor may also perform analyses aimed at testing the potential Participant's chances for long-run solvency such as an "equity ratio" (a comparison of the potential Participant's equity to debt). EIERA does not adopt any specific target ratio. Rather, in consultation with the EIERA's financial advisor or other resource professionals, EIERA staff shall advise as to whether or not they believe the potential Participants can reasonably expected to continue as a viable economic enterprise in light of all financial circumstances.

3. The staff/Financial Advisor shall consider the potential Participant's current and anticipated cash flow in light of the proposed project.

4. The staff/Financial Advisor shall consider the potential Participant's ability to service the Project debt service by reviewing the anticipated net operating income and considering the potential "debt coverage ratio". EIERA does not adopt any specific debt coverage target. Rather, in consultation with the EIERA's financial advisor or other resource professionals, the staff shall advise as to whether they believe the potential Participant can be reasonably expected to comfortably service the Loan.

5. The staff shall/Financial Advisor consider the Applicant's equity interest in the Property and the proposed completed Project when considering the "loan to value" aspects of the proposed loan. EIERA does not adopt any specific "loan to value" target ratio. Rather, in consultation with the EIERA's financial advisor or other resource professionals, the staff shall advise as to whether or not additional security above and beyond the subordinated deed of trust would be prudent and advisable.

Upon completion of such review, EIERA staff/Financial Advisor shall make its written recommendation, including a written summary of findings, to the Application Evaluation Team. If the Application Evaluation Team recommends proceeding with the Loan or Subgrant, EIERA staff will then bring a resolution to the EIERA Board requesting approval of the Loan or Subgrant. EIERA staff and legal counsel will work with the Participant to execute the documents to the loan or subgrant may be funded.

Standard Repayment Terms and Conditions

It is anticipated that the typical (standard) loan will be evidenced by a promissory note bearing interest at a rate of three percent (3%) per annum with one payment per month with a term of five years secured by collateral that may include, but not limited to: personal guaranties, security agreements covering personal property and deeds of trust. Given EIERA's collateral position, EIERA will generally not secure a lender's policy of title insurance covering a second deed of trust.

The Application ReviewTeam may recommend deviation from the standard terms and conditions described above in order to justify, as prudent, the making of a Loan to the Participant where doing so would advance important social, environmental and redevelopment goals. Deviation from the standard may include one or more of the following: lower interest rate, longer term, periods of “stand-still” (interest continues to accrue but payments held in abeyance), requirements for additional security or a “due upon sale” provision whereby the principal plus accrued interest (or pro-rata portions thereof) is not due and payable until the later of the sale of the subject property or a specific date.

Unlike a loan, a subgrant will contain clauses declaring the grant terms have been met in the event the Participant shall complete the proposed Project (including the receipt from the Missouri Department of Natural Resources of a “No further Action” letter with respect to the known contamination within the agreed time schedule). As would be expected, the Subgrantee would not be expected to make payments during the construction period.

Collection Procedures

Borrowers who miss a payment are sent a letter by the EIERA notifying them that they are in danger of default on their loan. If payment is still not made at 60 days a second letter is sent to the Borrower. Once the loan is 90 days delinquent, the matter is turned over to EIERA Legal Counsel and a notice of acceleration is sent to the Borrower requiring payment of the loan balance in full. If the Borrower fails to contact the EIERA, a petition is drafted and filed in Circuit Court.

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Agenda Item #7
Strategic Measures

Issue:

Approximately one year has passed since Staff began measuring items for use in the Scorecard. We feel it is time to look at those measures to determine if they are achieving what we expected.

Action Needed:

Brief discussion of the measures, our current performance in relation to the measures and potential adjustments.

Staff Recommendation:

Staff recommends that they continue to evaluate the measures, adjust the measurement process as necessary and, at the end of this fiscal year, make recommendations to the Board regarding Scorecard revisions.

Staff Contact:

Karen Massey

Background:

Now that we have been in the measurement phase for about a year, it has become obvious to staff that while a few are fine, some of our measures aren't working, others are working in unexpected ways and some need adjustment. There are also some that we haven't implemented-either due to lack of time or our inability to find a reasonable method.

Attached you will find a copy of the Scorecard for the quarter ended December 31, 2013. At the meeting we will answer any questions you have regarding our performance and discuss why we are at certain levels. As we do so, we will ask for the Board's thoughts regarding the effectiveness of each. Below is a list of some of the measures and Staff's initial thoughts.

> Client Dollars Saved: Some issues, overall a good measure. Adjust target.
> Positive Environmental Impacts: Not finding an appropriate measurement tool given our resource limitations and variety of projects. Need to find a proxy measure.
> Survey Targeted Groups: Delete. Work on communication plan to better understand what we want to achieve here.
> Focus Group Results: Delete, too costly and time consuming. Again, get communication plan in place to determine need.

Number of Applications for Assistance: Revisit the word "Applications" in light of new areas we've been providing services.
Total Authority Revenue Increased: Adjust target.
Diversification of Revenues Increased: Delete the word "increased."
Decrease True Costs of Service: Delete the word "decrease." Adjust target.
Number of Unaddressed Significant Audit Findings: Delete the word "unaddressed."
Timeliness of Critical Documents: Evaluate what is being counted, due dates, etc.
Critical Documents with Errors: Similar to timeliness.
Improve Workflow Processes: Delete.
Project Information on Website by Deadline: Remove as a measure, but address in communication plan.

The items listed above are just to give you a flavor of our thoughts. We appreciate the chance to talk to the Board about how you perceive the Scorecard measures and their usefulness to you. With your input, we hope to come back to you near the end of the fiscal year with revisions to the Scorecard for your consideration.

Thank you.

KM:ge

Attachment

Attachment "A"

EIERA Balanced Scorecard

12/31/2013

Top 8 KPI
Middle 9 KPI
Bottom 8 KPI

↑ Performance Meets or Exceeds Target Expectations To Date
↔ Performance Neutral To Date
↓ Performance Below Target Expectations To Date

Improve Client Results

	Measured	2013	YTD	Target	Rank	Progress
Client dollars saved	6/30/2014	$31,672,156	$48,700,011	$25,000,000		↑
Total dollar amount of projects funded	6/30/2014	$89,198,556	$91,519,196	$40,000,000		↑
Positive environmental impacts	TBD	-	-	-		NA

Improve Client Satisfaction

		Baseline	YTD	Target	Rank	Progress
Client satisfaction ratings improved	12/31/2014	-	-	-		NA
Number of EIERA client referrals increased	9/30/2014	-	-	-		NA

Build Awareness of EIERA's Value

		2013	YTD	Target	Rank	Progress
Survey targeted groups	9/30/2014	-	-	-		NA
Comparison of Focus Group results	9/30/2015	-	-	-		NA
# web hits	6/30/2014	50,549	2,777	10,000		↓
# of applications for financing	6/30/2014	12	3	15		↓

Create Sustainable Funding Model/Enhance Financial Strength

		2013	YTD	Target	Rank	Progress
Total Authority revenue increased	6/30/2014	643,783	367,687	1,300,000		↓
Diversification of revenues increased (<25%)	6/30/2014	49%	45%	25%		↓
Decrease true costs of services	6/30/2014	-	-	-		NA

Financial Accountability Excellence

		Previous	YTD	Target	Rank	Progress
# of unaddressed significant audit findings	12/31/2013	0	0	0		↑

Enhance Partnerships and Relationships

		Baseline	YTD	Target	Rank	Progress
Partner Interest in working with the EIERA	6/30/2014	-	-	-		NA

Continuous Quality Improvement

		Previous	YTD	Target	Rank	Progress
Timeliness of critical documents by deadline	6/30/2014	95%	84%	95%		↓
% of final critical documents with errors (< 5%)	6/30/2014	4%	3%	5%		↑
Improve workflow processes (SOP) per year	12/31/2013	3	5	5		↑

Communications Practices improved

		Previous	YTD	Target	Rank	Progress
# contacts generating results	6/30/2014	-	-	-		NA
Meeting materials on website by deadline	6/30/2014	75%	100%	95%		↑
Project Information on Website by deadline	12/31/2013	-	0	90%		↓

Increase Board involvement

		Baseline	YTD	Target	Rank	Progress
Survey on Board informed input	6/30/2014	-	-	-		NA
Leads provided by Board which are pursued	9/30/2014	-	-	-		NA

Increase Staff capacity

		Previous	YTD	Target	Rank	Progress
Reduce inefficient use of staff time	3/31/2014	20	25	16		↓
% of identified gaps addressed	6/30/2014	-	-	50%		NA
% of staff training plans completed	9/30/2014	-	100%	80%		↑