



When Shelby was 14, she tried to take her own life. This was not the first time, and it wouldn't be the last. She didn't know it, but she suffered from depression. In her small town in southwest Missouri, people didn't talk about mental health. So, she suffered in silence.

"When I started having mental health problems, it kind of felt very isolating and very alone. I didn't really know what to do or where to go or who to talk to. At the age of 14, I was done trying. Trying to find people to fit in with, done begging for help and I thought, no, I'm done, I don't think I'm worth it and this is it. This is the peak. There is no up from here, this is it."

However, Shelby did get help. She has since been connected to care and has learned how to manage her depression through therapy and medication. She is now a vibrant young woman going to college and seeking a film degree to use her story to help others.

"My mental health journey has proved that I am strong and I am worth it. I'm worth something. I'm worth a lot. And everybody is worth a lot. A lot more than you can ever, ever imagine."

Shelby is one of many who share their stories to destigmatize mental health and help others who are struggling know that they are not alone.

"Just because you have moments of weakness doesn't mean you aren't strong. Every day I choose to wake up and keep going and keep pursuing the life I want. I am helping people, and sharing my story makes me stronger, and proves how strong I am."

## The heart of what we do.

Stories like Shelby's are why we do what we do. We all have brains and we all have mental health. But caring for our mental health continues to be a taboo subject in many of our lives. This leaves many suffering in silence from mental illness, trauma and the hard seasons of life. But seeing the faces and hearing the stories of those who fight for their lives every day to survive mental and emotional hardships might just provide the strength and courage needed for one more person to seek the help they need. In addition to providing a wide variety of behavioral health services, Burrell Behavioral

Health is working to increase mental health awareness, and encourage conversations about mental and emotional health. It is our goal to create a new understanding of behavioral health issues to change the way we all feel about our own mental health, and the mental health of those we love. With Burrell, honest conversations mean facing the hard stuff together and finding what "better" looks like for each of us. We know "better" doesn't happen overnight, but it starts with a first step. Burrell is here when those who need us are ready to take that step.



# **OUR MISSION**

To form meaningful connections and inspire hope in our community through individualized and accessible care, quality practices, and collaborative partnerships.

# **OUR VALUES**

Accessibility | Excellence | Integrity | Compassion

# Welcoming, Serving, and Celebrating All, All Year Long

Burrell Behavioral Health is dedicated to serving all people, all year long. We value and celebrate diversity and inclusion among those we serve, our workforce, and our communities. Our philosophy is that all people deserve the opportunity to pursue a fulfilling career path and have access to competent care in a safe, informed, and respectful environment. We aspire to improve the overall experience for each person, organization, and community that we are able to connect with, with the intent of positively affecting societal change.



When I joined Burrell Behavioral Health as president and CEO in fall 2017, I made no secret of the fact that I wanted Burrell to be the "best place to work and the best place to receive care." In the last four years, the phrase has become something of a mantra within our company.

Now, I will never be the one to say "mission accomplished," because I believe improvement is always possible and we owe it to our employees and our clients to be better each day than we were the day before. However, I am incredibly proud of the progress we have made as an organization. In particular, I'm proud of the dedicated work of the

# A Note from our PRESIDENT & CEO

Burrell team over the last year. You will read about many of our successes in the pages of this report, but here is a sampling:

- The most vital resource a community mental health system has is its workforce. People are our most precious commodity, and the landscape for their services has never been more competitive. Over the past year Burrell concluded a sweeping compensation review that led to market-competitive salary adjustments across our workforce, including a raise in our base wage to \$15 per hour. We allowed for an additional day a "Be Well Day" in Burrell-speak of PTO for every member of our team, and invested in resources like the "Wellness at Burrell" online platform and additional EAP sessions for all employees.
- In a fiscal-year-end report to our board of directors and our employees, I dubbed 2021
   "The Year of the Bigger Front Door." And was it ever! This year our 24/7 Behavioral Crisis Center (page 9) in Springfield truly realized its potential, serving thousands from across the state with timely, life-saving mental health and substance recovery treatment. In 2021 the BCC was visited by the mayors of all four of Missouri's largest cities, and as of this writing we are beginning construction on similar 24/7 concepts in Columbia and Independence, Mo.
- But it wasn't just crisis care that took root in 2021: Burrell's Be Well Community (page 12) started a movement with its "Be Well Bells," ringing in a new narrative around self-care and mental health. The Burrell Foundation (pages 15-16) established

itself as a charitable conduit for our mission while running three high-profile, successful giving day campaigns in all three of our established regions. We also launched ONE (page 10), a community suicide-prevention network aimed at savings lives in the workplace.

 All the while, our expert providers in psychiatry, outpatient therapy, community services, substance-use recovery and countless specialty services continued to lead the charge on behalf of their clients, serving more people than ever before. There is not a finer group of behavioral health providers in the nation. It is a privilege to work with every one of them.

Of course, all of this was done amid the second year of a global pandemic, one that continues to test our industry and the Burrell team like nothing before it. While we are hopeful that 2022 will be better, we also know the mental health impacts of COVID-19 are going to get worse before they improve. Meeting this challenge will require a dedicated team with the resources and mindset to make a difference.

All the more reason to continue striving to be the best place to work and the best place to receive care.

Dr. C.J. Davis President & CEO



# A Message from our **BOARD CHAIR**

Last year I concluded my 25-year career in public health as director of the Springfield-Greene County Health Department and began work in a new brand new position — Senior Director of Public Health Transformation — at the Missouri Foundation for Health.

In both positions I have had the same goal: improve the health — and therefore the lives — of the people of Missouri. With COVID-19 an ongoing challenge to the health and welfare of our state, in addition to the many chronic and endemic health conditions facing our citizens, I can think of no more important task.

Improving lives is also what called me to serve on the board of directors, and now as board chair, for Burrell Behavioral Health. It is my sincere belief that mental health is health, and should be treated as such everywhere, from the halls of government to our very own dinner tables.

Over the last several years, we've made great strides in beginning to overcome much of the stigma associated with behavioral health. Community mental health organizations like Burrell have led the charge. Where subjects like serious mental illness or substance use once were taboo, we now have real conversations about their effects on our families and our communities, and how we can be a part of the solution. More importantly, people are feeling more empowered than ever to step forward and talk about our own experiences and seek help when necessary. I'm incredibly proud of this progress.

It's also an exciting time to be helping guide Burrell as an organization. The behavioral health industry is changing, and partnerships and — when appropriate — mergers and acquisitions are an increasingly common

occurrence. Over the last year, Burrell finalized not one but two pivotal partnerships (page 6) in 2021 – a merger with Independence, Mo.-based Comprehensive Mental Health Services and a joint partnership with Kirksville-based Preferred Family Healthcare — which will pay off for our communities enormously in the future. We opened a new clinic in Republic, Mo. and formed new integrated partnerships with dozens of nonprofits, educational institutions and medical systems. Most importantly it was a record year for Burrell in terms of clients served, providers hired, and engagement with the public.

On behalf of Burrell's board of directors, I'd like to thank the Burrell team and our many partners for your commitment to improving the health, and the lives, of so many.

M.C. Goddard

Clay Goddard

Chairperson, Burrell Board of Directors Senior Director, Public Health Transformation at Missouri Foundation for Health

# **About Burrell**

We believe access isn't a place, it's a concept.

With a commitment to providing access to care for all, Burrell Behavioral Health is one of the nation's largest Community Mental Health Centers providing meaningful care to more than 40,000 clients across 26 counties in Missouri and Arkansas. We are the second largest Certified Community Behavioral Health Clinic (CCBHC) and our provider base of more than 400 clinicians offer a full continuum of care through our integrated network throughout our more than 60 locations. We create individualized care plans and our staff collaborates with families, schools, healthcare systems, nonprofits and other networks to provide the appropriate care for each situation.

## **Services**

- Autism Services
- Adult Stabilization
- Recovery Services
- Residential Treatment
- Telehealth Services
- Individual Therapy & Counseling
- Psychiatric & Medication Management
- Educational & Therapeutic Groups

- Medication-Assisted Treatment
- 24/7 Crisis Intervention & Walk-In Services
- Community Support Services
- · Diagnostic Testing & Evaluations
- · Developmental Disability Support
- Youth Services, Including School-Based
- Specialty Services, Including Eating Disorders and ADHD

## Leadership Council

C.J. Davis

President & CEO

Adam Andreassen
Chief Operating Officer

Jennifer Gagnon
Chief Financial Officer

Darren Johnson
Chief Information Officer

Dr. Garima Singh Chief Medical Officer

Dee King Chief of Staff Mat Gass

President, Central Region

Julie Pratt

President, Kansas City Region

Shawn Sando

President, Burrell Medical Group

Joan Twiton

President, Community Health Centers

Angela King

Executive Vice President, Clinical Operations

Elizabeth Avery

Executive Vice President, Community Services and President, Arkansas Region

Katelyn Lenhart

Executive Vice President, Human Resources

Jody Burdette

Executive Vice President, Finance

**Dustin Brown** 

Executive Vice President, Burrell Medical Group

Chris Hendricks

Executive Vice President, Engineering

Sedric Johnson

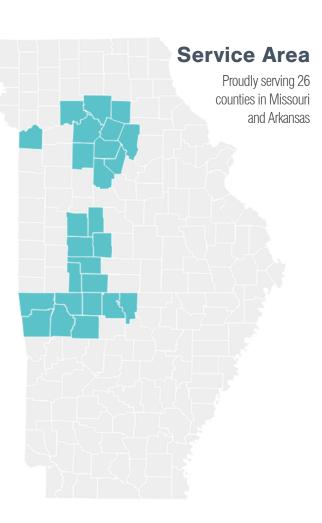
Executive Vice President, Revenue Cycle

Josh Bade

General Counsel

#### **Board of Directors**

Clay Goddard (FY 2021 Board Chair), Greg DeLong, Steve Edwards, Hal Higdon, Sandy Kinsey, Brooke O'Reilly, Nick Sanders, Weldon Webb, Paul Williams, Phyllis Wolfram, Alex Sheppard, Stacye Smith, Toniann Richard.



# **Mission Expansion**

## **Welcoming the Kansas City Region**

At the end of 2021, Burrell welcomed Comprehensive Mental Health Services out of Independence, MO, into the Burrell organization. The two organizations completed a merger at the end of December creating new opportunities for collaboration and mission expansion in the Kansas City area. The Comprehensive team serves as the fourth region for Burrell, the Kansas City Region, which is led by regional president

Julie Pratt. This partnership allows Burrell to expand resources and mission into the Kansas City metro area to create further mental healthcare access to several hundred thousand more people.

Mergers in behavioral health allow providers to better serve the increase in demand for care that has been rising over the last decade, and now further compounded by the effects of the COVID-19 pandemic.

# **Introducing Brightli**

#### A New Joint Venture to Offer Better Health Outcomes

Burrell Behavioral Health and Preferred Family Healthcare (PFH) in December 2021 signed final documents establishing a joint venture between the two health care providers, which both remain intact under a single parent company: Brightli. The partnership is effective Jan. 1, 2022.

The execution of this venture establishes Brightli as one of the largest, if not the largest, nonprofit behavioral health and addiction treatment organizations in the nation. Together Burrell and PFH employ nearly 5,000 people, providing primary and behavioral health, substance-use treatment, dental, case management, crisis, developmental disability, and employment services at more than 200 locations in five states. PFH also operates divisional brands

under names including Bridgeway Behavioral Health, Clarity Healthcare, Dayspring Community Services, among others. Together the organizations represent approximately \$400 million in total revenue.

"We could not be more excited to combine the full resources of Burrell and PFH for the good of the communities we serve," said Burrell President and CEO, and Brightli CEO, C.J. Davis. "The opportunities this partnership presents will improve our ability to help more people in new and existing markets, attract and retain top-level talent, and better impact policy and practices on the local, state and national levels."

Watch for more exciting developments on this partnership and Brightli throughout 2022.





**Building Healthy Communities** 

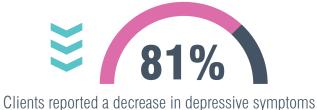
The opportunities this partnership presents will improve our ability to help more people in new and existing markets, attract and retain top-level talent, and better impact policy and practices on the local, state and national levels.

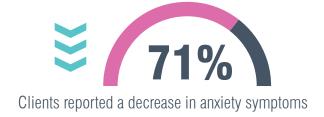
- C.J. Davis, Burrell President and CEO, and Brightli CEO

# How We're Helping

Clinical Outcomes

## **Improving Lives with Real Outcomes**





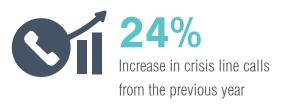
# **Making Access to Care a Reality**







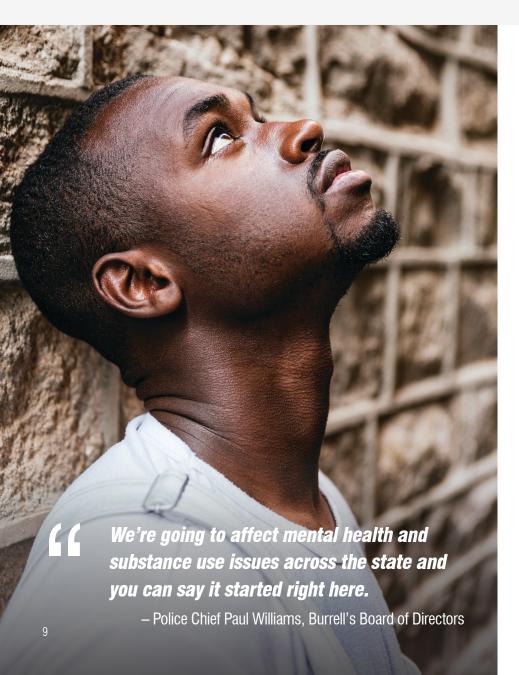








# **Program Highlights**



## **Behavioral Crisis Center**

One year of breaking the crisis cycle.

In 2021, Burrell's Behavioral Crisis Center (BCC) - Rapid Access Unit celebrated its first year in operation, during which staff cared for 1,500 individuals in need of immediate psychiatric and substance use services.

The around-the-clock facility is an option for emergency responders to refer to for those experiencing mental health crisis instead of adding additional pressure to local emergency rooms or jails. Throughout the start of the COVID-19 pandemic, the BCC was limited to serving 50 percent of its capacity. In 2021, that restriction was lifted, allowing the crisis center to serve twice as many people in need. The center has become a safe space for many in Springfield and the surrounding areas.

Burrell plans to build and operate BCCs in Columbia and Independence, Mo, as this model continues to emerge as the gold standard throughout the state.



of Clients are Referred from Healthcare Partners



\$4.4M Saved for Our Community

In its first year, the Springfield Behavioral Crisis Center saved the community at least \$4.4 million in averted costs to local law enforcement, first responders and hospital emergency departments.



#### It only takes ONE person to save a life.

Suicide is not a topic of conversation that is comfortable or easy. In order to equip communities with the tools to talk honestly about suicide, Burrell Behavioral Health launched a new initiative called ONE (Our Networks Engaged). Businesses and individuals who pledge to participate receive free training on how to recognize mental health warning signs, talk about suicide with loved ones and connect them with resources to help. Thanks to grant funding from the Substance Abuse and Mental Health Services Administration (SAMHSA), Burrell helps those who take the organizational pledge to implement mental health wellness program in the workplace.

Through ONE, Burrell hopes to help its neighbors learn more about mental health to prevent suicide and save lives.

Organizations that took the pledge during 2021:

- Burrell Behavioral Health
- Suicide Prevention Coalition of the Ozarks
- Ozarks Area Community Action Corporation (OACAC)
- SRC Holdings Corporation
- The Rebound Foundation
- Springfield Area Ultimate Frisbee
- Mid-West Family Marketing
- Ozarks Technical Community College
- Springfield-Greene County Health Department
- Journey Ministries



By being a part of ONE, we can not only improve the lives of our staff, but save lives and improve outcomes in the communities we care so much about.

- Sara Villines, CSBG Project Coordinator for OACAC

# **Program Highlights**

## **Burrell Medical Group**

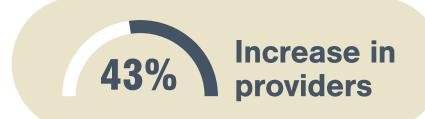
# New division brings Burrell's full medical expertise under a single unit.

A key component in any continuum of behavioral health care is the vital role played by medical professionals. These doctors, nurse practitioners, physician's assistants, and pharmacy staff help our clients by prescribing life-changing medications for mental illness, managing inpatient beds for health care partners, and administering life-saving doses of Suboxone for opioid-use disorder. Nurses, healthcare home staff, and integrated mental health professionals supplement our other outpatient service lines, provide compassionate care in clinical settings, integrate with partner organizations for on-site mental health consultations, and much more.

Burrell has one of the largest provider teams among Community Mental Health Centers in the nation, and one of the fastest growing, increasing our providers by 43 percent in the last calendar year.

In 2021, Burrell took steps to make this expert team more visible in our communities and more nimble in service to our rapidly growing network. By establishing the Burrell Medical Group, all medically connected service lines at Burrell are now joined in a single division of the company for the first time. This centralization will increase collaboration between these teams, which will continue to support many departments within the Burrell system (i.e., fidelity and residential programs, specialty services, connection and crisis centers, and more) in addition to outpatient clinical services and expanding medical partnerships in our communities.





## **Be Well Community Movement**

#### Ringing in hope, healing and wellness.

Burrell's Be Well Initiatives launched the Be Well Community Movement, a project aimed at connecting every corner of our communities to elevate brain health and brain health conversations while reducing suicide and stigma.

Through the Be Well Community Movement, organizations that invest in evidence-based brain health experiences for their employees or the community will display a Be Well Bell. This bell, a symbol of their commitment to brain health, also serves as a direct connection to life-saving resources.

The Be Well Bells ring in a new narrative about brain health. Designed by local artists and visible to the community, the bells start conversations about brain health and feature QR codes that connect viewers to immediate life-saving resources. The Be Well Community Movement and the Be Well Bells inspire lives worth living and hope for a better tomorrow.





# People & Culture

The services and healing change we provide to our communities boils down to one thing: our people. The people who dedicate their lives to the Burrell mission are the reason why we can create access to critical behavioral health services, and inspire hope, courage, and healing. Our leadership and human resources teams strive to care for our caretakers by asking for feedback and implementing real change to provide a meaningful work experience.

## **Engagement Survey & Action Plans**

Receiving employee feedback, and making positive change based on that information, is key to building culture and employee engagement. To do this, Burrell's Human Resources team leads the annual engagement survey process. Employees are asked to provide anonymous feedback on a variety of employment topics, such as management, compensation, benefits, daily work life, career growth, communication, and more. Management then works with department leaders to use this feedback to create action plans to address employee concerns and implement their ideas.

Action plans are shared with teams, and the progress is monitored through quarterly pulse surveys to see how employees are reacting to changes. Not only does this process work to increase employee engagement, it also in turn leads to positive business outcomes, including reduced turnover, improved safety, better client care, and increased attendance and productivity.



of Burrell employees participated in the 2021 employee engagement survey



of our team reported that they believe changes will be made based on the feedback provided, an 11 percent increase from the prior year



#### **Diversity, Equity & Inclusion**

A key mantra at Burrell is that we welcome, serve, and celebrate all, all year long. This applies to those we serve, our communities, and our Burrell team. We know when we can show up as our authentic selves, we are better friends, family members, community leaders, and colleagues. Creating an inclusive environment is key to creating this safe place for all of us. To help us in these efforts, Burrell welcomed Keke Rover to the team in 2021 to serve as System Director, Diversity, Equity & Inclusion. Keke is continuing the work that Burrell has been doing the last few years, and she is leading our organization to do even more. In 2021, Burrell created formal key performance indicators for our DEI efforts, provided internal and external trainings, hosted community conversations, and celebrated holidays from diverse cultures year-round.

#### **Keeping Employees Informed**

We know from employee feedback that you can never have too much communication when it comes to organization news, updates, vision, and plans. To help our employees stay informed, the Marketing and Communications team sends weekly emails highlighting events, news, and coming changes, as well as new employees, work anniversaries and team member shout outs. This team also works with C.J. Davis, President & CEO, as he hosts a monthly system-wide Zoom call, All Systems Go. During All Systems Go, employees get to hear news and updates from C.J. and other organization leaders, as well as have their questions answered during a Q&A period at the end of each call.

#### **Wellness Program**

To continue efforts to serve employees and focus on their health and well-being, Burrell launched a new online program, Wellness at Burrell. This portal includes health assessments, courses, activity trackers, vaccine tracking, financial advising, mindfulness videos, and more. By earning points within the portal, employees have the chance to earn gift cards at the end of each year.

Efforts to create a meaningful experience provide benefits to our existing employees, as well as our efforts to grow our team. By investing in people and culture, our leaders and recruiting team are able to recruit new talent to serve the growing Burrell mission.

#### **Leadership Program**

As another response to employee engagement survey results, our Human Resources leaders created the Burrell Leadership Academy. Each month, these leaders host a training for anyone who manages staff. Topics include courageous conversations, delivering effective performance reviews, creating an inclusive work environment, leading with authenticity, financial accountability and more.

#### **Be Well Community**

The Be Well Community is led by Dr. Shelly Farnan who provides live wellness experiences for employees three times a week. These experiences are rooted in self-care, connection and evidence-based practices to help employees reduce and manage stress, and ensure they're taking time to care for their health and wellness throughout the daily stresses of life. Let's be well together!

#### **Benefits & Compensation**

Through a year-long process, the Human Resources team reviewed the compensation of nearly every position within the organization. This process was part of the action plan from the previous year's engagement survey results. This review led to raises and more competitive pay across the board, including raising the starting pay to \$15 per hour.





# BURRELLE FOUNDATION

The mission of the Burrell Foundation is promoting mental well-being and enriching lives in our communities. The charitable arm of Burrell Behavioral Health, the Foundation works to support the advancement of behavioral health and inspire hope in communities through connection, advocacy and philanthropy. Burrell hired its first Executive Director of the Foundation, Gabrielle Martin, in the fall of 2020 and the Foundation has been busy throughout 2021 raising awareness, funding programs, and establishing new programs to continue promoting community mental health. For more Foundation updates throughout the year or to learn more about giving, visit burrellfoundation.org.

#### **Community Giving Campaigns**

#### COMO Gives

COMO Gives was a month long community campaign in Columbia, Mo. where the Burrell Foundation raised \$13,735 to support the planned Behavioral Crisis Center. Every dollar raised goes directly to providing necessary materials, and on-site client resources.

#### Give Ozarks

As part of the Community Foundation of the Ozarks's Give Ozarks Day, the Burrell Foundation raised \$12,352 to create an outdoor space for teens in our youth addiction recovery program (Springfield, Mo). Funds raised are being used to provide exercise and recreational equipment, an outdoor classroom, a garden, and more.

#### NWA Gives

NWA Gives (Northwest Arkansas Gives) was a similar "giving day" concept for our Arkansas Region. The Foundation raised \$4,115 to outfit a new play therapy room in the Rogers Clinic, allowing our youngest clients to heal and grow in the language they know best: play.

#### **Special Events & Giving Opportunities**

#### Holiday Support for Clients

The Burrell Foundation provided some holiday cheer to adults and youth in our residential and homeless services programs. They were gifted winter necessities such as gloves, socks, scarves, blankets, bedding, and more. This support was provided to more than 475 clients.

#### Burrell Remembers: A Youth Mental Health Event & Reflection Walk

On May 7, 2021, the Burrell Foundation hosted the Burrell Remembers event, commemorating National Children's Mental Health Awareness Day. More than 250 community members joined us around Schaible Lake at Burrell's Main Campus in Springfield for live music, food, and interactive children's activities aimed at promoting mental health. The evening culminated with a poignant water lantern vigil, in which attendees were invited to float lanterns in remembrance or honor of those with mental illness.



## **Foundation Partnerships**

The Burrell Foundation is proud and immensely grateful to partner with several community organizations through 2021, including:

#### 37 North Expeditions

Thanks to a partnership with 37 North Expeditions and the Burrell Foundation, youth in our community based and residential programs have been able to venture out to locations throughout the Ozarks this year. The goal of these nature therapy excursions has been to help youth learn another way to practice self-care, manage stress, remove distractions, enhance self-esteem and create connections. This program will continue in 2022.

#### Big Brothers Big Sisters of the Ozarks

Through collaboration with Big Brothers Big Sisters, the Foundation was able to help facilitate a bullying prevention program for their Bigs and Littles. There are plans to continue the partnership in 2022, addressing other mental health-related topics.

#### Breast Cancer Foundation of the Ozarks (BCFO)

In a partnership with BCFO, the Foundation will be providing Burrell clinician-led support groups on a monthly basis for breast cancer survivors, addressing their mental health needs and concerns.

#### Price Cutter

During mental health month in May, Price Cutter featured the Burrell Foundation as the charity checkouts in all southwest Missouri grocery stores. Customers were encouraged to give \$1, \$3, or \$5 to the Foundation to help support community mental health. This effort raised \$1,400.



#### **Thank You!**

We would like to thank the following sponsors who have made an impact helping us accomplish our mission:

- · Simply Delicious Catering
- NoBaked Cookie Dough
- Starcakes

- HOPE Foundation
- Crosslines
- Hood-Rich Architecture
- Carson's Nurseries
- H-Design Group
- Storee Construction

## **Grants**

The Burrell Foundation was grateful to receive the following grants in 2021:

- WalMart Community Health Initiatives (\$1,500) Marie Carlisle/CFO: Funded needed
- Starbucks (\$1,000)
- VU Foundation for Perinatal Mental Health Program in Columbia (\$10,000)
- SFC Bank (\$1,000)

- Marie Carlisle/CFO: Funded needed supplies for IMPART program (\$5,000)
- Walton Cole Fund (\$5,000)

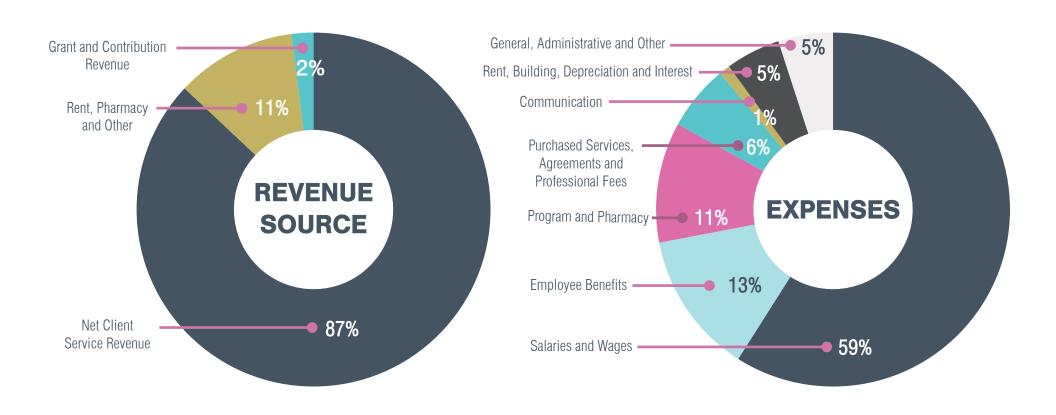


# Coming in 2022 >>> The Art of Being ME

Burrell Behavioral Health and the Burrell Foundation have partnered with local photographer and filmmaker Randy Bacon to bring mental health stories to life. This exhibit, *the Art of Being ME*, will feature more than 20 mental health stories from individuals throughout our community through still/motion portraits and video interviews. In 2021, stories from Burrell clients, support staff and community participants were captured, and the art series is set to debut in April 2022. The goal for this campaign is to increase mental health awareness, encourage conversations about mental and emotional health and, ultimately, to save lives.

# **Financial Highlights**

Financial Statement of Activities | July 1, 2020 - June 30, 2021



**Total Revenue:** \$166,716,324

# **Partnerships**

#### Working Together to Bring Care to Where People Are

Everyone deserves quality mental health services. However, many face numerous challenges that prevent them from seeking care, including financial issues, lack of transportation, time constraints, and the stigma around behavioral health. Through integration and partnerships with more than 100 organizations, including colleges and universities, K-12 schools, health systems, judicial systems, and not-for-profit organizations, we are able to remove barriers and help our communities receive the care they need to heal, grow and thrive.



## Partners include, but not limited to:

























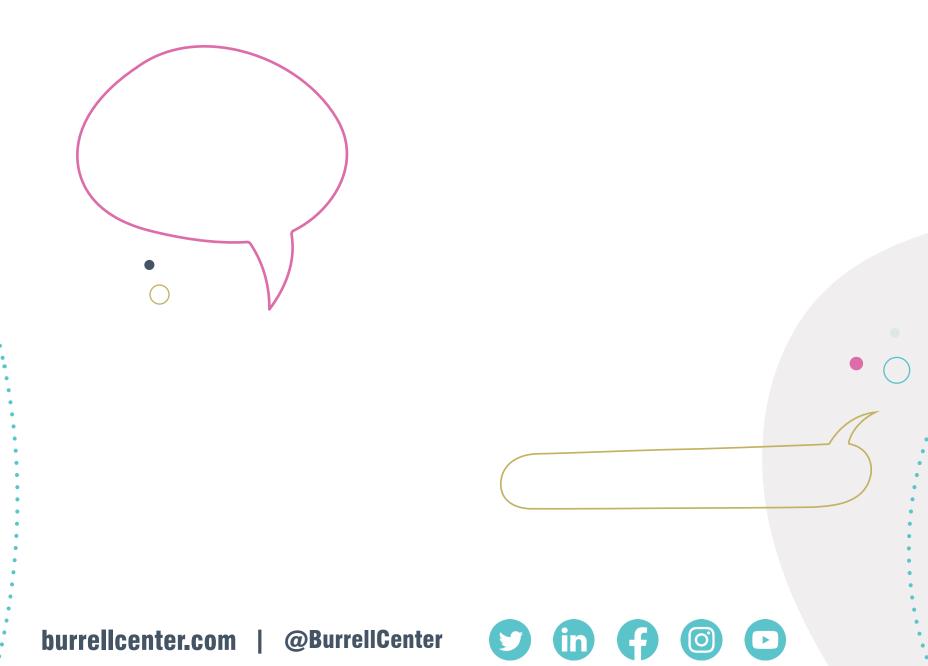












View the digital version at burrellcenter.com/annual-report

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