



**Annual Business Meeting  
9:15 a.m. – 10:00 a.m., May 8, 2014  
Kalahari Resort, Wisconsin Dells**

**Proposed Agenda**

- I. Call to Order, Quorum Determination**
- II. Adoption of Agenda**
- III. Leadership Reports**
  - A. Secretary's Report – Minutes of May 2, 2013 Annual Business Meeting
  - B. Chair's Report-- [Annual Report](#)
  - C. Recognition of Outgoing Board Members
  - D. LeadingAge Report
- IV. President/CEO Remarks**
- V. Association Business Matters**
  - A. Proposed 2014-2015 Budget (Treasurer's Report)
  - B. Nominees and Elections for LeadingAge Wisconsin Board of Directors
- VI. Safe Resident Assistance Grant Program—Award Recipients and Sponsor Acknowledgements**
- VII. Other Business**
- VIII. Adjournment**

**LeadingAge Wisconsin  
Annual Business Meeting  
May 2, 2013  
Country Springs Hotel, Waukesha  
9:15 a.m. – 10:00 a.m.**

**Motions**

**MOTION: By Williams, second by Borek, to accept the minutes of the May 3, 2012 annual business meeting as written. Motion passed unanimously.**

**MOTION: By Gunderson, second by Nordberg, to adopt the 2013-2014 budget as presented. Motion passed unanimously.**

**MOTION: By Binnie, second by Fett, to accept the nominees to the LeadingAge Wisconsin Board of Directors as recommended by the Nominating Committee. Motion passed unanimously.**

**MOTION: By Fett, second by Seybold, to adopt the By-Laws Amendment to change and implement the consolidation of Regions V and VI into a single region.**

**Minutes**

**I. LeadingAge Wisconsin's Board of Directors Chair Mike Christensen called the meeting to order. A quorum was present.**

**II. Adoption of Agenda:** Agenda adopted by consensus

**III. Leadership Reports**

A. Secretary's Report – Minutes of May 3, 2012 Annual Business Meeting

**MOTION: By Williams, second by Borek, to accept the minutes of the May 3, 2012 annual business meeting as written. Motion passed unanimously.**

B. Chair's Report

Christensen highlighted the many successes of LeadingAge Wisconsin this past year that are included in the LeadingAge Wisconsin 2012-13 annual report, and reflected on the Association's impressive advocacy efforts and inspiring members through high-level educational and networking opportunities. He thanked the members for their active participation in LeadingAge Wisconsin by serving on committees and task forces, attending our educational programs, and engaging in the association's long-

term care and senior housing advocacy agenda. Christensen thanked the LeadingAge Wisconsin Board and staff for their efforts this past year.

#### C. Recognition of Outgoing Board Members

Christensen and Sauer acknowledged and thanked the seven outgoing LeadingAge Wisconsin Board members for their past years of service:

- **Jim Fett**, St. Paul Elder Services, Kaukauna: At-Large Director since 2012.
- **Sue Prostko**, formerly with the Village at Manor Park, West Allis: Region I Director since 2010 and served as the Vice Chair of Operations and Chair of the Program Committee.
- **Laurie Kreul**, formerly with Good Samaritan Society- Fennimore: At-Large Director since 2011 and served as the Secretary and Vice Chair of the Program Committee.
- **Eileen LaFavor**, Baldwin Care Center, Baldwin: At-Large Director since 2007 and Chair of the Awards Committee.
- **Charlie Nelson**, Congregational Home, Brookfield: At-Large Director since 2007 and Vice Chair of the Housing Committee.
- **Sherry Gunderson**, Rock Haven, Janesville: Region II Director since 2008 and served as Secretary, Treasurer, and Chair of the Budget and Finance Committee and Health Issues Committee.
- **Trudey Peterson**, formerly of Odd Fellows Rebekah Homes Association, Green Bay: Region V Director since 2007 and served as the LeadingAge Liaison and Public Policy Congress representative.

Each of these individuals has given freely of their time and talents and LeadingAge Wisconsin has been made stronger through their many contributions and servant leadership. Members acknowledged these individual with a round of applause.

#### D. LeadingAge Delegate's Report

Xanthopoulos reported to the membership that LeadingAge continues their work on strengthening not-for-profit leadership, engaging seniors through networking, cultivating talented people and pioneering technology. Xanthopoulos also reported that LeadingAge has done an excellent job informing members and advocating on their behalf on many issues including: observation stay legislation; the Affordable Care Act; care transitions; Medicare and Medicaid funding. Xanthopoulos thanked and continued to encourage all LeadingAge Wisconsin members to be involved with LeadingAge initiatives. Xanthopoulos also thanked Leslie Knight and all of the LeadingAge staff for their membership and advocacy efforts this past year

### IV. Executive Director's Remarks

Sauer discussed the great opportunities that are ahead for the LeadingAge Wisconsin members. Members continue to work toward creating the best health and long term care delivery system by expanding services and supports to redefine the "continuum" of services. Sauer commended the membership for their leadership, development and support for providing quality long term services. He discussed the how LeadingAge Wisconsin will work to advance the missions and goals of the members. Sauer noted that the annual report highlights our core services: advocacy, member services,

education, visionary and direction. Sauer thanked the membership for their involvement, serving as volunteers, and their support in making these accomplishments happen. Sauer acknowledged and thanked outgoing LeadingAge Board members for their years of service and the valuable leadership they provide to LeadingAge Wisconsin. He thanked Christensen for his leadership and guidance this past year as President and thanked the Board of Directors for their ongoing efforts. Sauer also thanked the staff, legal counsel and our Clinical Consultant for their exceptional work.

## **V. Association Business Matters**

### **A. Proposed 2013-2014 Budget (Treasurer's Report)**

Gunderson reported the Budget and Finance Committee met in March to review the current year projections and to develop the 2013-2014 association budget. The operating gain is estimated at \$46,900, rising to \$61,900 after the gain on market value investments is included.

The proposed budget projects net revenues after expenses at \$9,500. Gunderson reported that the proposed budget maintains the existing modified millage dues system with no changes being proposed to the dues brackets, minimum or maximum payment levels.

Gunderson thanked the staff for their efforts in making another solid year possible, with a special acknowledgement to Brian Schoeneck for his hard work on the budget.

**MOTION: By Gunderson, second by Nordberg, to adopt the 2013-2014 budget as presented. Motion passed unanimously.**

### **B. Nominees and Elections for LeadingAge Wisconsin Board of Directors--**

Binnie announced the slate of officers as recommended by the Nominating Committee for 2013-2014:

**Chair.....Mike Christensen, Grace Lutheran Foundation, Eau Claire**  
**Chair-Elect & Vice Chair--.....Mike Basch, Sheboygan Senior Community, Sheboygan**  
**Vice Chair--Member Services...Mari Beth Borek, Lutheran Homes & Health Services, Fond du Lac**  
**Vice Chair -- Operations.....Jim Williams, Cedar Communities, West Bend**  
**Vice Chair -- Public Policy .....Scott Ross, Woodside Lutheran Home, Green Bay**  
**Secretary.....Doug Trost, St. Francis Home, Fond du Lac**  
**Treasurer.....Frances Petrick, Brookside Care Center, Kenosha**  
**Immediate Past President.....Lynn Binnie, Fairhaven Retirement Community, Whitewater**  
**LeadingAge Liaison.....Joe Xanthopoulos, Oakwood Lutheran Homes, Madison**  
**Senior Advisor.....David Keller, Luther Manor, Wauwatosa**

Binnie announced that the Nominating Committee recommends the following individuals be elected by the membership to serve on the LeadingAge Wisconsin Board of Directors:

- **Vern Larson**, LindenGrove – Mukwonago, to serve his second, three-year term;
- **Douglas Trost**, St. Francis Home, Fond du Lac to serve his second, three-year term;
- **Mari Beth Borek**, Lutheran Homes and Health Services, Fond du Lac, to serve her first, three-year term, having completed an unexpired term through May 2013;
- **Dan Goodier**, Christian Community Homes & Services, Hudson, to fill an unexpired term until May 2014;
- **Kris Krentz**, Skaalen Retirement Services, Stoughton, to fill an unexpired term until May 2015;
- **Jane Hooper**, Clearview, Juneau, to serve her first, three-year term; and
- **Renee Anderson**, St John's Communities, Milwaukee, to serve her first, three-year term.

**MOTION: By Binnie, second by Fett, to accept the nominees to the LeadingAge Wisconsin Board of Directors as recommended by the Nominating Committee. Motion passed unanimously.**

Binnie reported that Regions I, II and IV and V have completed their regional elections: **Dan Risch**, Lincoln Lutheran, Racine, has been elected by Region I to complete an unexpired term until May 2015; **Terry Hensel**, Pleasant View Nursing Home, Monroe, has been elected by Region II to complete an unexpired term until May 2014; **Tony Manzella**, Dunn County Health Care Center, Menominee, has been elected to serve his second, three-year term as the Region IV Director; and **Pauline Darling**, Bethany Home, Waupaca, has been elected to her first, three-year term as Region V Director. If the bylaws amendment is adopted by the membership as proposed below, the Region V Director position will be converted to an At-Large position. These regional elections are complete and do not require ratification by the full membership.

C. By-Laws Amendment: Change to implement the consolidation of Regions V & VI into a single region.

At the request of Region V and VI members, the LeadingAge Wisconsin Board of Directors voted to submit a bylaws amendment to the full membership at this Annual Business Meeting to consolidate Region V and VI into a single Region. Christensen noted that if the bylaws amendment is approved by the membership, the Region V Director (Pauline Darling) will assume an At-Large Director position and the current Region VI Director (Mike Basch) will represent the newly consolidated Region on the Board of Directors. Under the proposed bylaws amendment, the number of Region Directors would be reduced from six to five and the number of At-Large Directors would be increased from fifteen to sixteen.

**MOTION: By Fett, second by Seybold, to adopt the By-Laws Amendment to change and implement the consolidation of Regions V and VI into a single region.**

## **VI. LeadingAge Wisconsin Awards Presentation**

Christensen announced that there is one award being given this year at the annual business meeting: **2013 Hall of Fame Award: Kyran Clark**

Kyran Clark accepted the award and made some brief comments. He thanked the Association for the opportunity to serve the members as a Board member and Chair. Kyran issued words of praise for the mission of the Association and its members, leaders and staff. He reminded members that in order to provide high quality care to their residents and clients, our member organizations must honor and invest in their caregivers and related staff.

There being no further business, the meeting adjourned.

April 18, 2014

To: LeadingAge Wisconsin Members

From: Mike Christensen, LeadingAge Wisconsin Chair

Subject: LeadingAge Wisconsin's 2014 Spring Conference & Annual Business Meeting  
{The LeadingAge Wisconsin Annual Business Meeting will be held from 9:15 a.m. to 10:00 a.m. on May 8, 2014 in conjunction with the Association's May 7-9, 2014 Spring Conference at the Kalahari Resort in the Wisconsin Dells-- [www.leadingagewi.org/media/5338/2014-spring-brochure.pdf](http://www.leadingagewi.org/media/5338/2014-spring-brochure.pdf).}

- Proposed Board Nominees and 2014-15 Officers
- Proposed 2014-15 LeadingAge Wisconsin Operating Budget
- Safe Resident Assistance Grant Program-- Awardees
- Spring Conference Highlights—Come Join Us!

Your Association's Annual Business Meeting will be held from 9:15 a.m. to 10:00 a.m. on Thursday, May 8, 2014, at the Kalahari Resort in the Wisconsin Dells. This meeting will be held in conjunction with the LeadingAge Wisconsin 2014 Spring Conference: [\*Winning Strategies\*](#). During this meeting, members will be asked to review and approve the Association's proposed 2014-15 operating budget, act on a slate of nominations to the LeadingAge Wisconsin Board of Directors, applaud the founders/sponsors and awardees of the Safe Resident Assistance Grant Program and celebrate exceptional long-term services and supports.

## **Proposed Board Nominees and 2014-15 Officers**

On behalf of the LeadingAge Wisconsin Nominating Committee, I would like to thank all members who applied to serve on the LeadingAge Wisconsin Board of Directors. Participation and leadership in LeadingAge Wisconsin is critically important as we collectively strive to serve older adults and persons with a disability. We congratulate this year's nominees and encourage those members who were not nominated to continue to actively serve their Association through the many networking, forum, task force, committee and regional opportunities.

## Nominating Committee Recommendations

The Nominating Committee recommends that the following individuals be elected by the membership (at the May 8, 2014 Annual Business Meeting in the Wisconsin Dells) to serve as **At-Large Directors** on the LeadingAge Wisconsin Board of Directors:

- **Clark Nordberg**, Bethel Home and Services, Viroqua, to serve his second, three-year term;
- **Jim Williams**, Cedar Community, West Bend, to serve his second, three-year term;
- **Dan Goodier**, Christian Community Homes and Services, to serve his first, three-year term, having completed an unexpired term through May 2014;
- **Michelle Putz**, Lincoln Lutheran of Racine, Racine, to serve her first, three-year term; and
- **Heather Sheehan**, Hayward Area Memorial Hospital & Water's Edge, Hayward, to serve her first, three-year term.

## Regional Elections

Regions II and V have completed their regional elections: **Terry (Hensel) Snow**, Pleasant View Nursing Home, Monroe, having completed an unexpired term, has been elected to serve her first, three-year term as the Region II Director; and **Steve Seybold**, Homme Home of Wittenberg, Wittenberg, has been elected to his first, three-year term as the Region V Director. These regional elections are complete and do not require ratification by the full membership. It should be noted our Region I Director, **Dan Risch**, Lincoln Lutheran of Racine, recently announced his plan to retire by June 1, 2014. Region I will conduct a regional election over the next several weeks and Dan's elected successor will then join the LeadingAge Wisconsin Board.

## Proposed LeadingAge Wisconsin 2014-2015 Board Officers

I also am pleased to report that the Nominating Committee recommends the following slate of officers for the 2014-2015 LeadingAge Wisconsin Board of Directors. The LeadingAge Wisconsin Board will consider this slate immediately after adjournment of the 2014 Annual Business Meeting:

Chair.....**Mari Beth Borek**, Lutheran Homes & Health Services, Fond du Lac  
Chair-Elect.....**Douglas Trost**, St. Francis Home, Fond du Lac  
Vice Chair--Operations.....**Jim Williams**, Cedar Communities, West Bend  
Vice Chair--Public Policy.....**Scott Ross**, Woodside Lutheran Home, Green Bay  
Vice Chair--Member Services.....**Terry (Hensel) Snow**, Pleasant View Nursing Home, Monroe  
Secretary..... **Renee Anderson**, St John's Communities, Milwaukee  
Treasurer.....**Frances Petrick**, Brookside Care Center, Kenosha  
LeadingAge Liaison.....**Marion Wozniak**, Cedar Crest, Janesville  
Immediate Past Chair.....**Mike Christensen**, Grace Lutheran Foundation, Eau Claire  
Senior Advisor.....**David Keller**, Luther Manor, Wauwatosa



Also, immediately after adjournment of the 2014 Annual Business Meeting, the LeadingAge Wisconsin 2014-15 Board will consider the following individuals to serve as the Association's representatives on the LeadingAge Policy Congress:

**Marion Wozniak**, Cedar Crest, Janesville  
**Scott Ross**, Woodside Lutheran Home, Green Bay  
**Clark Nordberg**, Bethel Home and Services, Viroqua  
**Renee Anderson**, St John's Communities, Milwaukee

## Outgoing Board Members

This year, four members are leaving the LeadingAge Wisconsin Board of Directors. Please join me in thanking these dedicated volunteers for their past years of service:

- **Lynn Binnie**, Fairhaven Retirement Community, Whitewater: Lynn has served on the Board since *2003*. Lynn led the Association as chair in 2011 and 2012 and served in many other leadership capacities, including Region I Director, Treasurer, Vice-Chair of Public Policy, and chaired several standing committees and task forces. He also represented the members on the LeadingAge Policy Congress and membership task force.
- **Mike Basch**, formerly of Sheboygan Senior Community: Mike has served on the Board since 2010. He has served as the Association's Chair-Elect, Vice-Chair of Member Services and chaired the Association's Program and Legislative/Reimbursement Committees.
- **Joe Xanthopoulos**, Oakwood Lutheran Homes, Madison: Joe has served on the Board since 2011. He has served on the Association's Executive Committee as the LeadingAge Liaison and as our representative on the LeadingAge Policy Congress and planning committee.
- **Dan Risch**, Lincoln Lutheran of Racine, was elected to represent Region I members in 2013. He actively promoted regional participation in regulatory and legal forums and served on several networking and public policy forums.

Each of these individuals has given freely of their time and considerable talents and LeadingAge Wisconsin has been made stronger through their many contributions and servant leadership. *We will recognize these Directors at the Annual Business Meeting.* Please extend your personal thanks and gratitude to them as well.

I also want to take this opportunity to thank each of you for allowing me to serve as the Association's Chair for the past two years. This opportunity was extremely rewarding both professionally and personally and I look forward to continuing to serve on the Board as the Past-Chair.

## Proposed 2014-15 LeadingAge Wisconsin Operating Budget

As noted in [The LeadingAge Wisconsin 2013-2014 Annual Report](#), the Association achieved a number of impressive accomplishments over the past year. As a platform to build on those accomplishments and further assist the membership, the LeadingAge Wisconsin Board of Directors has unanimously approved the proposed 2014 -15 Association operating budget as recommended by the Budget and Finance Committee and Executive Committee. The proposed budget would expand

member services and advocacy efforts and authorize two additional association staff positions; one position to help members achieve added savings under the Value First group purchasing program (funded by a Value First grant) and the other position to help the Association expand its services to a growing membership. Under the proposed budget, a 2% increase would be applied to the

LeadingAge Wisconsin modified millage dues brackets, Premier Associate (business) dues and Subscriber Organization fees.

## Safe Resident Assistance Grant Program

The West Bend Mutual Insurance Company and LeadingAge Wisconsin established the Safe Resident Assistance Grant Program in January 2014. Through a generous contribution by the West Bend Mutual Insurance Company and its affiliates (via their Foundation), The Grant Program will provide funding for state-of-the-art resident transfer equipment to Wisconsin's long term care provider community, including nursing homes and assisted living facilities.

Grant awards will subsidize 90% of the cost of safe resident assistance equipment, purchased by a LeadingAge Wisconsin member nursing home and/or assisted living facility, and the EZ Way company has discounted the equipment cost by 10%. Therefore, the grant awardees will be financially responsible for only 10% of the price of an already discounted lift. Depending on the lift selected by the applicant, the lifts are valued at approximately \$4,080 to \$4,770.

During our Annual Business Meeting, we will announce the recipients of this year's Safe Resident Assistance Grant Program. The six organizations, selected from over 50 applicants, will receive grants totaling nearly \$25,000!

The West Bend Mutual Insurance Company and its affiliates have pledged to make the Safe Resident Assistance Grant Program an annual event; Next year's grant notice and application will be sent to members in January.

## Spring Conference—Come Join Us!

With just over two weeks from the start of our Spring Conference, our attendance numbers are climbing impressively. *There is still time to join your peers for this program which offers something for everyone.* Your Conference features:

On **Wednesday, May 7, 2014**, staff can go to any of the pre-conference sessions offered for one low organizational fee (\$55 for members) that covers as many individuals as you deem appropriate from your organization to any/all of the five pre-conference sessions. **The pre-conference schedule is as follows:**

- **Pre-conference #1: 9:30 a.m. to 4:30 p.m. -- *Planning That Works*:** Effective organizational planning results in both solid decisions and a culture of reflective decision-making. Presenter: Marla Handy, PhD, Marla Handy Consulting and Training, Madison, WI.

- **Pre-conference #2: 1:00 p.m. to 4:15 p.m. -- *Change Your Words; Change Your World!***: The powerful world of motivations -- How to tip a person to positive energy in thirty seconds and also how to positively lead a person to accomplish great things. Presenter: Joe Kiedinger, Brander in Chief, Prophit, Green Bay, WI.
- **Pre-conference #3: 1:00 p.m. to 3:15 p.m. -- *Your Winning Strategy for Attracting and Retaining Top Talent in a Post-ACA Era***: A well respected employment law attorney, human resources consultant, and expert on the Accountable Care Act (ACA) as they discuss updates on how the ACA will affect your organization and how to attract and retain great employees. Presenters: Robert J. Simandl, Simandl Law Group, Waukesha, WI; Sean LaBorde, M3 Insurance, Madison, WI; Matt Shefchik, QTI Consulting, Inc., Madison, WI; Matt Duffy, QTI Professional Staffing, Madison, WI.
- **Pre-conference #4: 1:00 p.m. to 4:15 p.m. -- *ICD 10 – An Operators Guide for Compliance: Key Strategies and Tips for Implementation***: The countdown to October 1, 2015 continues! This so much to learn... Financial billing staff, department leaders, and clinical personnel all have important roles in creating a successful transition. Presenters: Louann Lawson, Pathway Health, White Bear Lake, MN; Tina Schrader-Berte, Pro Ed Continuum LLC, New Berlin, WI.
- **Pre-conference #5: 1:30 p.m. to 3:00 p.m. -- *Value First Purchasing Strategies and Best Practices***: Let's save money together! Focus on legal issues related to purchasing decisions, how the price you pay is determined and how to implement strategies to deliver maximum savings. Presenter: Jared Schei, *Value First*, St. Paul, MN.

In addition to the wonderful pre-conference sessions, the remaining **38 educational sessions** on May 8-9, 2014 will explore areas such as:

- Strategic Planning
- Leadership Development
- Quality Improvement
- Survey Success
- Competitive Compensation Packages
- The Future of Long-Term Care
- Positioning Your Organization for Success
- Health Care Reform
- Governance
- Cultural Assessments
- Social Accountability
- The Business Case for Person-Centered Care
- Coping with Change
- Executive Coaching
- Professional Balance
- ICD-10
- Reducing the Use of Antipsychotics
- Norovirus Strategies
- Reducing the Incidence of Falls with Injury

- Creative Activity Programs
- Successful Dining Programs
- Senior Housing Assessments
- Admission Agreements
- Landlord Tenant Laws
- Divestment
- Estate Recovery
- Social Networking & Marketing

More information about the pre-conference sessions, educational sessions, network meetings, other events, and registration is available at: [www.leadingagewi.org/media/5338/2014-spring-brochure.pdf](http://www.leadingagewi.org/media/5338/2014-spring-brochure.pdf).

On Thursday evening, **May 8, 2014** we will have an auction to build and strengthen the LeadingAge Wisconsin Research and Education Corporation (R&E Corporation). Proceeds will be used to develop and implement new programs and services for LeadingAge Wisconsin members. This will be a fun and lively event and an opportunity for you to purchase some incredible items.

**Please consider donating items for our auction.** The LeadingAge Wisconsin R&E Corporation is a 501(c)(3) corporation. Therefore, the value of any item donated by an individual is tax deductible. After creatively thinking about what you are willing to donate to the auction, **please let us know about your donation by completing the short questionnaire at:** [www.surveymonkey.com/s/2014Auction](http://www.surveymonkey.com/s/2014Auction).

Should you have any questions on the proposed nominations, operating budget, Safe Resident Assistance Grant Program, or spring conference details, please do not hesitate to contact me at Grace Lutheran in Eau Claire (715.832.3003) or the LeadingAge Wisconsin staff (800.466.7011). We again thank you for your interest and involvement in LeadingAge Wisconsin and look forward to seeing you in the Wisconsin Dells on May 7-9, 2014.

Thank you!

***Be Sure to Attend:  
The 2014 LeadingAge Wisconsin  
Spring Conference & Annual Business Meeting –  
Winning Strategies  
May 7-9, 2014, Kalahari Resort, Wisconsin Dells  
[www.leadingagewi.org/media/5338/2014-spring-brochure.pdf](http://www.leadingagewi.org/media/5338/2014-spring-brochure.pdf)***

**LeadingAge Wisconsin  
Projected FY 2014 and Proposed FY 2015 Budgets**

	<b>2013/14 Budget</b>	<b>Projected 6/30/2014</b>	<b>Variance</b>	<b>Proposed 2014-15 Budget</b>
Member Dues	\$ 754,500	\$ 765,000	\$ 10,500	\$ 778,800
Associate Dues	43,000	43,600	600	45,900
LeadingAge Dues	49,000	50,000	1,000	50,000
Investment Income	25,300	38,500	13,200	36,400
Conferences/Seminars	455,500	432,900	(22,600)	460,000
Surveys/EO	3,500	3,700	200	3,500
Member Services	48,600	56,200	7,600	56,000
Value First - Marketing			-	93,500
Miscellaneous	7,000	7,600	600	2,000

**Total Revenue \$ 1,386,400 \$ 1,397,500 \$ 11,100 \$ 1,526,100**

Salaries/Insurance/Temp.	\$ 623,900	\$ 624,000	\$ (100)	\$ 635,100
Health Insurance	87,900	\$ 86,200	1,700	90,400
Payroll Taxes	43,600	44,000	(400)	44,700
Employee Pension	32,100	32,100	-	32,700
Value First Position			-	100,600
New Position			-	62,600
Staff Travel	24,500	24,000	500	31,000
Professional Development	2,000	2,000	-	2,000
Board/Committee	27,500	26,000	1,500	26,800
Insurance/Taxes	6,400	6,600	(200)	6,900
Telephone	7,000	7,000	-	7,500
Copier	15,000	14,800	200	15,000
Postage	5,500	5,000	500	5,000
Computer Expense	10,000	10,000	-	12,000
Printing	3,000	2,500	500	3,000
Supplies/Sub./Memberships	5,300	5,200	100	6,700
Conferences/Seminars	332,800	310,000	22,800	330,000
Legal Counsel	25,000	23,200	1,800	25,000
Audit	7,200	7,200	-	7,200
Bank Expense/Misc.	200	300	(100)	1,000
Data Base	1,000	1,000	-	2,000
Member Services	38,900	39,000	(100)	46,000
Depreciation	19,500	18,000	1,500	18,500
Office Building	23,600	31,000	(7,400)	26,300
Strategic Development	35,000	20,000	15,000	15,000

**Total Operating Expenses \$ 1,376,900 \$ 1,339,100 \$ 37,800 \$ 1,553,000**

Net Revenue/Expenses	\$ 9,500	\$ 58,400	\$ 48,900	\$ (26,900)
Gain(Loss) Investments	-	\$ 25,000	\$ 25,000	
<b>Net Income (Loss)</b>	<b>\$ 9,500</b>	<b>\$ 83,400</b>	<b>\$ 73,900</b>	<b>\$ (26,900)</b>

Property & Equipment \$ 8,000 \$ 6,000 \$ 2,000 \$ 8,000

