

2006 Assisted Living Overview: Definitive Data

Among six types of assisted living communities, the average total number of staffers is 71 full-time employees (FTEs) per 100 residents. The average age of an assisted living resident is 85.3 years old, and the average number of units in a facility is 58, according to the recently released "2006 Overview of Assisted Living."

The 56-page report is precedent setting for the profession. The five largest national assisted living stakeholder organizations collaborated to create a single statistical resource for consumers, investors, policy makers, the media, and operators. The report looks at many facets of the business, such as property characteristics, payment and services, occupancy, and resident profile.

"The five national organizations collaborated on the national study in order to have a single national source of assisted living information," says David Kylo, executive director of NCAL, one of the five groups.

The organizations are the American Association of Homes and Services for the Aging, the American Health Care Association/NCAL, the American Seniors Housing Association, the Assisted Living Federation of America, and the National Investment Center for the Seniors Housing and Care Industry.

Karl Polzer, NCAL's senior director of policy, says the report is particularly useful in showing the differences between assisted living facilities (ALFs) with a lower percentage of residents with dementia and those specializing in dementia care.

"The data reflect the significant differences in assisted living facilities' use of resources in caring for residents with dementia, compared with other assisted living residents, and clearly demonstrate the greater needs for assistance of many residents with dementia," Polzer says.

For example, 90 percent of residents in freestanding dement-
2006 Overview, continued on page 5

New Tool Helps Residents Transition Into Facility

NCAL is proud to announce a new consumer education tool that providers can use to help newly admitted residents prepare for and cope with moving out of their homes and into a residence.

"Moving Into an Assisted Living Residence: Making a Successful Transition" is a 16-page booklet that is filled with advice from assisted living residents who pass their experience on to future residents, families, and friends.

"We developed the brochure to help residents reduce their anxieties and increase their satisfaction from the early stages of transitioning into a residence by answering common questions and setting realistic expectations about what they may experience," says Nancy Andrews, chair of the NCAL Consumer Relations Committee. "The brochure is designed for facilities to include in their new resident packets and marketing packets for prospective residents."

During this past year, NCAL's Consumer Relations Committee synthesized residents' responses to an NCAL-developed questionnaire that was circulated to member facilities nationwide. Never before have assisted living residents' personal experiences with transitions been gathered and compiled to help new residents as they move into residences.

NCAL designed the booklet with seniors in mind. Larger type and senior-friendly colors make it easier for seniors to read. NCAL is proud to add this important new tool to NCAL's library of consumer resources.

NCAL will make the brochure available to consumers upon request. Providers may purchase the brochure in packages of 25 for \$21.95 through NCAL publications at www.ncalpublications.com, or by calling 1 (800) 321-0343. The product number is #1483.

Inside Focus

2. Quality: First ALF Wins Step II

4. Caregiver: Winner Sees Job As Reward

5. Management: Administrator's Special Touch Earns Recognition

8. People

First Assisted Living Step II Award Winner

Heritage Woods Assisted Living Community in Agawam, Mass., is the first assisted living facility in the country to earn an American Health Care Association/National Center for Assisted Living (AHCA/NCAL) Step II Quality Award in the 12-year history of the program.

"We are trying to make Heritage Woods one of the best assisted living facilities in the country," says

Administrator Richard Cabral, who notes that the community's Eden Alternative program dovetails nicely with the Step II Quality Awards process.

"There are three components to the Eden program: a resident-centered focus, empowering staff, and quality improvement, which are very similar to the Step II process," Cabral says.

The Quality Award program is designed to encourage continuous learning about quality. Teams of trained examiners, who are long term care professionals, review each AHCA/NCAL Quality Award application relative to the award criteria and identify strengths and opportunities for improvement.

The program focuses on results and the conditions and processes that lead to results.

All applicants receive a comprehensive feedback report from the examiners, regardless of whether or not they earn an award.

The award criteria are modeled after the Malcolm Baldrige National Quality Award and determine three levels of achievement: Steps I, II, and III.

Recipients of the Step II Award have demonstrated their ability to apply the core values and concepts of quality from the Malcolm Baldrige National Quality Award criteria for performance excellence to the long term care environment. These facilities have previously

earned a Step I level award. Heritage Woods is one of 12 AHCA/NCAL Step II award winners. The

facility's sister skilled nursing facility, Heritage Hall East is a 2005 Step III recipient. Both facilities are owned by Kennett Square, Pa.-based Genesis HealthCare.

Cabral says Heritage Woods won a Step I Award two years ago but was not yet in place to earn a Step II Award last year. However, the feedback the facility received on its application that year was critical to earning the Step II honor this year, he says.

"Last year we were turned down for a Step II," he says. "The committee gave us some really good constructive feedback for our next application process.

"We learned that we needed to create a cleaner, better-defined quality process, which became one of our accomplishments this year."

Genesis put a Quality Agenda in place for all its facilities. Cabral explains that each Genesis HealthCare facility is required to have four committees in each building: staff excellence, business excellence, clinical excellence, and customer service.

Step I 2006 Quality Award Winners

Step I recipients have demonstrated their ability to develop a profile of their mission, services, environment, stakeholders, and resources.

They are adept at initiating improvement and measuring results.

The following assisted living residences earned a Step I Award in 2006:

Chelsea at Manalapan, Manalapan, N.J.

The Orchards at Bartley, Jackson, N.J.

"So, our business planning, staff evaluation, goal setting, and quality process helped us to create an alignment to have continuous quality improvement in place. Genesis gave us the mechanism for the CQI [continuous quality improvement] process, and we adapted to it," he says.

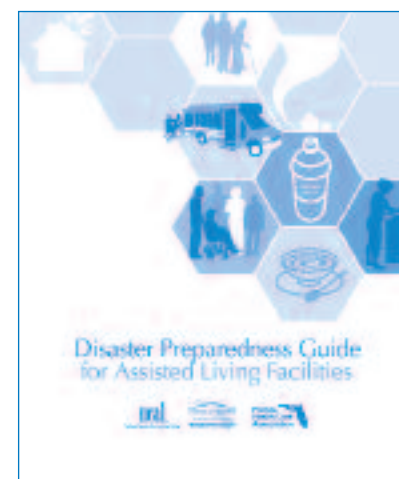
One example of progress made under CQI is a 40 percent reduction in the number of residents moving out of the facility.

"The key elements in reducing early move outs were early identification and early intervention," Cabral says.

"A lot of intervention is working with the families to encourage them to work with the resident's medical team. We really play kind of a consultant role by forming a coalition with family members."

TWO NEW IMPORTANT PUBLICATIONS JUST RELEASED BY NCAL.

The Disaster Preparedness Guide for Assisted Living Facilities has been developed by the Florida Health Care Association and Florida Center for Assisted Living in partnership with the American Health Care Association and National Center for Assisted Living as a reference tool for assisted living facilities in their development and implementation of a disaster procedure manual and an emergency operations plan. Assisted living facilities differ greatly in their location, population, and structure, so no single emergency management plan can be developed to fit all facilities. Disaster preparedness instructions are presented by different disaster types with guidance for the inclusion of the specific state's requirements by facility.



Product #6961
NCAL MEMBER \$75.00
NON-MEMBER \$100.00



The just-released *2006 Overview of Assisted Living* provides senior housing providers, associations, and other professionals essential facts and figures about assisted living to use when defining the business to investors, media, consumers, and others. The research report is a collaborative effort of American Association of Homes and Services for the Aging (AAHSA), Assisted Living Federation of America (ALFA), American Seniors Housing Association (ASHA), National Center for Assisted Living (NCAL), and the National Investment Center

for the Seniors Housing & Care Industry (NIC), with underwriting support from Direct Supply and K&B Underwriters. The Overview is the most comprehensive effort to detail key benchmarks in the assisted living business.

Included are statistics on: community type and unit mix; primary payment plans; occupancy; resident demographics and ADL needs; services; and staffing.

The 2006 Overview is the single-most important effort to provide core national metrics that can be updated every one or two years.

Product #6960
NCAL MEMBER/NON-MEMBER \$125.00

Note: For bulk discounts call (202) 898-2846, or e-mail rcavanaugh@ahca.org.

CATALOG #	ITEM DESCRIPTION	QTY	UNIT PRICE	TOTAL PRICE
6961	Disaster Preparedness Guide for AL Facilities			
6960	2006 Overview of Assisted Living			

NCAL SHIPPING FEES	
PRICE RANGE	SHIPPING FEE
\$0.01 - \$10.00	\$2.50
\$10.01 - \$30.00	\$5.00
\$30.01 - \$100.00	\$8.00
\$100.01 - \$150.00	\$13.00
\$150.01 - \$200.00	\$17.00
\$200.01 - \$275.00	\$20.00
\$275.01 - \$350.00	\$25.00
\$350.01 - \$450.00	\$30.00
\$450.01 - \$550.00	\$37.00
\$550.01 - \$650.00	\$45.00
\$650.01 - \$750.00	\$53.00
\$750.01 - \$850.00	\$70.00
\$850.01 - \$950.00	\$83.00
\$950.01 - \$1,300.00	\$100.00
\$1,300.01 - \$1,500.00	\$125.00
\$1,500.01 - \$1,800.00	\$140.00
\$1,800.01 - \$2,200.00	\$155.00
\$2,200.01 - \$3,000.00	\$175.00
\$3,000.01 and above	10% of order subtotal

SUBTOTAL MERCHANDISE	
DC (5.75%) and MD (5%) ADDRESSES ADD SALES TAX	
SHIPPING & HANDLING CHARGES (SEE LEFT)	
TOTAL ORDER	

For priority shipping, please contact our customer service. A \$25.00 fee will be charged on all returned checks.

PLACE YOUR ORDER TODAY!

ORDER ONLINE: www.ncalpublications.org
 ORDER BY PHONE: 800-321-0343 (9:00 AM-5:00 PM, EST)
 ORDER BY FAX: 800-869-5605 (24 HRS.)
 OR MAIL TO:
 NCAL PUBLICATIONS
 P.O. BOX 501
 ANNAPOLIS JUNCTION, MD 20701-0501

ALLOW 5-10 DAYS FOR DELIVERY. ALL PRICES ARE IN U.S. DOLLARS.
 ORDER CODE: NFO6

ORDERED BY: (PLEASE PRINT CLEARLY. ITEMS IN BOLD ARE REQUIRED.)

NAME _____

ORGANIZATION _____

JOB TITLE _____

SHIPPING ADDRESS _____

CITY _____ STATE _____ ZIP _____

DAYTIME PHONE _____ FAX NUMBER _____

E-MAIL ADDRESS (NECESSARY TO RECEIVE ORDER CONFIRMATION) _____

FOR SHIPPING PURPOSES, PLEASE INDICATE WHETHER THIS ADDRESS IS A: FACILITY/BUSINESS OR RESIDENCE

IS YOUR ORGANIZATION A MEMBER OF NCAL: YES NO

PAYMENT

PLEASE MAKE CHECKS PAYABLE TO AHCA.
 CHARGE MY: VISA MASTERCARD AMERICAN EXPRESS

ACCOUNT NUMBER _____ EXPIRATION DATE _____

YOUR NAME AS IT APPEARS ON CARD _____

ADDRESS OF CARDHOLDER _____

SIGNATURE OF CARDHOLDER _____

Colorado Woman Wins Noble Caregiver Award

Being named the 2006 recipient of NCAL's Noble Caregiver Award surprised Donna Walker, a caregiver at Château des Mons Assisted Living, Englewood, Colo. Walker feels that her job is her reward.

"I am rewarded several times a day when my elders smile at me or tell me thank you for doing the little things for them," she says.

NCAL's Noble Caregiver Award recognizes Walker for contributions that led to an improved quality of life for residents and created a better work environment for the assisted living community's staff.

"Walker is the first staff member to arrive and the last to leave. Every morning, she can be found curling residents' hair, or making eggs to order for breakfast, or playing bingo, or baking banana

bread," says Château des Mons Resident Services Director Linda Plante.

Walker began her long term care career as a caregiver more than 18 months ago when Château des Mons hired her. The facility embraces the Eden Alternative philosophy for its residents with dementia and staff.

"I love my job and my elders. When you love your job as much as I do, it's easy to get up and get to work on time," Walker says. Walker's compassion for her elders inspired her to write poems about Alzheimer's disease, dementia, and the Eden Alternative.

"My elders and team members are very much like family to me," she says. "It's important for others to try to understand what it's probably like to have [Alzheimer's or dementia] so that we can all give the proper care to

these elders who are living with this illness."

Walker's poem turned into a theme song about the facility that was taught to the residents and staff and is sung, to the tune of "This Land is Your Land," at special events.

During her relatively short tenure, resident family members nominated her for the local Alzheimer's Association chapter's Caregiver of the Year Award. She is active in the facility's culture change committee and has been known to spontaneously bring lunch for the entire team.

"I feel that winning this award is a great inspiration to my other team members," Walker says. "And for all the caregivers, including the one who will be taking care of me in the years to come!"

NCAL Names Administrator Of The Year

When you listen to Janette Nixon's approach to her job at The Meadows, an assisted living facility in Norfolk, Neb., you quickly realize why she became the first recipient of NCAL's Administrator of the Year Award.

In the almost 18 years she has been executive director, she has had little staff turnover and helped staffers earn state recognition. Her boss, J. Paul McIntosh, believes Nixon is a major factor in keeping the average occupancy rate at more than 97 percent since The Meadows opened in 1989.

Yet these professional achievements provide only a sliver of insight into Nixon's professional world. The stories of her initiatives—the ones that have brought joy, happiness, and recognition to her residents and staffers—more fully illustrate Nixon's personality and the special qualities that earned her the award.

NCAL created the Administrator of the Year Award to recognize the assisted living administrator who demonstrates outstanding innovation, achievement, and capabilities in provision of high-quality, resident-centered care in a service-oriented culture.

As an example, on a wintry night, Nixon drove 85 miles so that a resident, a 90-year-old basketball-loving grandmother, could see her granddaughter play in her last high school game. Nixon says the best part was when the granddaughter made the winning shot in the closing minutes of the game.

"She shot a three-pointer to win the game and qualified for the state championship," says Nixon. The granddaughter's team had been losing the whole game until the final shot.

Alternatively, there was the time about 10 years ago when Nixon contact-

ed the late "Tonight Show" host Johnny Carson to come and help celebrate his grade school teacher's 100th birthday. Carson, a Norfolk, Neb., native, responded by coming to visit his grade school teacher, a resident at The Meadows.

Last year, Nixon introduced the "FISH Philosophy," a method of motivating staff by incorporating fun that was developed by owners of Seattle's Pike Street Fish Market, to her staff. She kicked off the program by making a full-course dinner—from hors d'oeuvres to dessert—for 50 people while the teams presented their ideas through skits, cheers, and a poem. She held bake sales to raise funds to send two employees to Seattle for training.

However, as the limousine pulled up to pick up the employees, the staff surprised Nixon. Unbeknownst to her, Nixon's staff had pooled their own funds to send her to the training as well.

Nixon says one of her best days as an administrator was the inspiration for a new program that came from making a dream come true for one Meadows resident. The senior always wanted to ride on a motorcycle. Nixon arranged for her husband to drive his motorbike equipped with a sidecar; a local Harley Davidson store had donated safety equipment. On the resident's birthday, Nixon led the resident outside. She got into the sidecar, and then Nixon said, "A motorcycle mama needs a motorcycle gang." At that point, 30 members of a local motorcycle club rumbled up to the front door and accompanied Nixon's husband, Scott, and the resident on a drive.

The day after, the resident thanked

Nixon and said, "You've made my dream come true." The comment spurred Nixon to create a new program that makes dreams come true. "I believe everything I've done in my life prepared me to do this job," Nixon says. She uses her creative juices to write "silly melodramas" and has the staff perform the skits, and she writes a monthly humorous column for the residence newspaper.

During her time with The Meadows, she has been a member of the Noon Rotary Club, the Norfolk Chamber of Commerce, and other local groups. She is a faculty member for the Nebraska Health Care Association's assisted living administrator certification course, and she serves on the Nebraska Health Care Foundation.

Nixon's dedication to the residents and the love and respect she shows for the residents and staff is amazing, her staff agree.

"Whether it is making a homemade blueberry pie, or leading a memorial service for a resident, Nixon is there for her community," says McIntosh.

2006 Overview, continued from front page

tia care assisted living facilities need help with bathing, compared with 60 percent of the residents in freestanding assisted living facilities. The allocation of labor can be seen in the following statistic: freestanding ALFs reported needing on average 60.4 FTEs per 100 residents, compared with 98.7 FTEs per 100 residents in freestanding dementia care ALFs.

To order your copy of the "2006 Assisted Living Overview," #6960, call 1 (800) 321-0343. The cost is \$125 plus shipping and handling.

Hawaii And Missouri: New Legislation

Recently enacted legislation reflects the different approaches state lawmakers take when attempting to uphold the principles of assisted living. Hawaii has enacted a far-reaching criminal background checks law, and Missouri formally recognized assisted living facilities and redefined their standards of operation.

HAWAII

In June, Hawaii adopted a sweeping measure (SB 2343) that aims to protect the physical and financial safety of assisted living residents. The law imposes the costs of the state and federal background checks and fingerprinting on future operators of existing facilities or any individual or entity interested in working with residents of assisted living.

All applicants and prospective operators of facilities must authorize the disclosure to the department of criminal history record information. In addition, the applicants must consent to be fingerprinted in order to request criminal history record information from the Federal Bureau of Investigation and the Hawaii Criminal Justice Data Center.

Applicants also sign a liability waiver to exempt the state's Department of Health from being sued for conducting the investigation.

Under the new law, "applicants" are defined broadly to ensure that virtually anyone who has any contact with assisted living residents or their financial assets must undergo a background check.

Types of applicants include a person seeking licensure to operate a health care facility, but can also be a legal entity such as a corporation. If the applicant is a corporation, for example, then

the corporation's agents, directors, managers, partners, principals, and representatives are also subject to the background check based on the extent of their access to or contact with assisted living residents, their assets, finances, medical records, personal property, or individually identifiable information.

If the health care facility is operated in a private residence, all adults living in the home other than the clients must be fingerprinted and have a criminal record check.

First, the department must make a name inquiry into the criminal history records or conduct criminal history record checks of all prospective applicants.

Some of the criminal charges that would disqualify an applicant from working with assisted living residents are murder, manslaughter, assault, sex offenses, domestic violence, arson, kidnapping, or drug-related crimes, as well as theft or forgery.

The law allows the health department to deny an application for a license or prevent an applicant from working or living in close proximity to assisted living residents.

Any fee charged to perform the background checks may be passed on to all applicants, operators, direct-patient-access employees, and adult volunteers at facilities.

Missouri

Recently, Missouri extensively amended its statutes governing residential care facilities—the state's term for assisted living. Enactment of SB 616 establishes new licensing categories and levels of care, including which types of conditions facilities are authorized to

accommodate. Previously, Missouri had licensed two types of residential care facilities, "residential care facility I" and "residential care facility II." The new law replaces those categories with "residential care facility" and a new licensing term, "assisted living facility."

As of Aug. 27, 2006, facilities licensed as a residential care facility II became an assisted living facility, as long as the facility complied with the state's laws, rules, and regulations on the same day.

Under the new law, assisted living facilities must provide for supervision and services to meet the needs of the resident documented in a written contract that has been signed by the resident or legal representative.

The facilities also must employ a 24-hour staff who are appropriate in number and possess the skills necessary to provide the contractual services.

Operators must conduct a pre-move-in assessment of the prospective resident and develop an individualized service plan for the resident.

Facilities must review those individualized service plans with residents at least annually or when a resident's condition changes significantly enough to require a change in services.

Missouri assisted living facilities can admit or retain an individual for residency only if the individual does not require hospitalization or skilled nursing placement.

The law specifies that ALFs cannot care for residents who have exhibited behaviors that could cause serious harm to themselves or others, or those that require physical or chemical restraints. Individuals who are bed-

Statewatch, continued on next page

Programming Award Winner Holds Fairs to Remember

In June 2005, staffers and residents of The Village at Regional West, in Scottsbluff, Neb., started brainstorming in preparation for the 2005 National Assisted Living Week, which is held every September. When the theme "A Fair to Remember" was announced, their ideas started to take shape.

The activities and celebrations delighted residents, staffers, volunteers, and relatives, but also earned the facility NCAL's first National Assisted Living Week Programming Award. The award was created to recognize a facility that integrated the community at large, residents, staff, and relatives and friends in a series of activities and community events.

"We were able to invite many people from the community to come to our 'Fair to Remember', and we joined the community activities that had the nostalgic Fair Days atmosphere," says Karen Vorse, the facility's manager. Key to getting the community involved was relationships.

"We work very hard to build relationships with the residents," Vorse says. "We have residents and staff who are very

Statewatch, continued from page 6

bound or immobilized due to a debilitating or chronic condition, or who require more than one person to physically assist them with any activity of daily living, with the exception of bathing and transferring, are also prohibited from admittance or being retained.

Facilities are required to draft a written disaster plan for all residents. The plan must include the following options: sheltering residents in place, evacuating residents to areas of refuge, evacuating residents, or other methods of protection based on the disaster and the individual

happy to be here." Those bonds allowed staff to use a team approach to planning.

The Village's former activities director happened to be a former schoolteacher at the Christian Community School. Someone knew someone who had an antique cotton candy machine. A call to Scottsbluff County Fair organizers resulted in a visit from their beauty queens. When contacted, The Prairie Dogs were more than happy to come play bluegrass for the seniors.

"As we were able to get the community involved, it raised the staff's and the residents' excitement," Vorse says. "We gave ourselves enough time to investigate all the possibilities."

Special invitations went out to the residents' families. Staffers made sure every resident knew everyone was welcome to participate in the festivities. The facility's newsletter included news about the celebration.

A potluck dinner on Sunday night kicked off the week with "Flower the Clown" making animal balloons and animal hats under the "Big Top"—the

building design. The new law also describes what steps must be taken if an assisted living facility accepts or retains any individual with a physical, cognitive, or other impairment that prevents the individual from safely evacuating the facility with minimal assistance.

In such cases, the facility must have an individualized evacuation plan in the resident's service plan and must have sufficient staff present and awake 24 hours a day to assist in the evacuation.

Other new life-safety requirements include an automatic sprinkler system,

Village's decorated dining hall. The Scotts Bluff County fair queens mingled with guests.

On Monday, a Penny Carnival with the sixth grade class from the Community Christian School ran 10 fair games. Residents feasted on cotton candy from an old-fashioned machine donated by a volunteer from the area.

Tuesday, the residents played fair games, including Spin the Wheel, a cakewalk, and a cow-chip-throwing contest.

Spin the Wheel remained at the facility for Wednesday, so residents could take a spin for prizes anytime during the day. Some residents went to the Mitchell Event Center for participation in the Assisted Living Olympics. On Thursday, the movie "State Fair" was shown. On Friday residents were serenaded by The Prairie Dogs. Then residents visited the Harvest Festival at the nearby Farm and Ranch Museum.

"We had a fun-filled week together celebrating and remembering the good old days," says Vorse. This will always be a fair remembered."

an automated fire door system, and smoke alarms.

The facilities must also develop and implement a plan to protect the rights, privacy, and safety of all residents and to protect against their financial exploitation.

State lawmakers continue to adopt legislation that aims to protect seniors by preventing abuse and neglect, while also promoting facility safety. The benefits, however, may impose significant costs on facility operators.

Compiled by Health Policy Tracking Services, a service of West NetScan.



The Arizona Health Care Association recognized its 2006 Annual Award winners with a luncheon during its annual convention. Several winners are involved in providing assisted living care. The Dietary Program/Team Award was presented to Maryland Gardens, located in Phoenix. **Genevieve Taylor** was given the Volunteer of the Year Award for her work in assisted living at Villa Maria Care Center, located in Tucson.

The Arizona Health Care Association also elected its board of directors. Many new directors are executives at assisted living communities. **Michelle Donahue**, assisted living manager of the Citadel Assisted Living Center, located in Mesa, was elected president of the state association. Arizona Health Care's vice president for Pima County is **Jennifer Gibbon**, administrator of the Forum at Tucson. **Cindy Leach**, president of Residents First, located in Phoenix, is the association's vice president for assisted

living. **Robert Frechette** of Encore Senior Living is the immediate past president.

Ingham Regional Assisted Living, Lansing, Mich., has awarded two Michigan State nursing school students, **Stephanie Kramer** and **Panhia Yange**, a scholarship funded through the McLaren Health Care Tuition Reimbursement program. The scholarship covers tuition and books. They will work from 16 to 24 hours per week as team leaders at the Ingham Regional Assisted Living facility until they graduate. Ingham Administrator Laurie Shephard says these scholarships are the first awarded to assisted living nurse students. Upon graduation, both scholarship recipients will begin a two-year employment commitment at one of the McLaren Health Care Acute Care hospitals. McLaren Health Care is a major owner in Ingham Regional.

NCAL is the assisted living voice of the American Health Care Association. *NCAL Focus* (ISSN: 1095-5585) is published monthly by the American Health Care Association (AHCA), 1201 L Street, NW, Washington, DC 20005. Copyright © 2006 by AHCA. Reproduction in whole or in part is prohibited without written authorization from the copyright holder. NCAL or AHCA members' subscription fees are included in membership dues. AHCA is the nation's largest federation of assisted living, nursing facility, and subacute providers. AHCA has 48 affiliated organizations, together representing nearly 12,000 individual facility members.

Editor: Lisa Gelhaus

Advertising Sales/Production

Manager: E. Jean Battle-Lee

NCAL Board of Directors: Van Moore (Chair), Nancy Andrews, Dawn Campbell, Deb Choma, Darlene Daugherty, Toni Fatone, Robert Frechette, Frances Foy, Patricia Giorgio, Howard Groff, Tom Kelly, Christian Mason, Nicolette Merino, Rick Miller, Angelo Rotella, Marj Shell, Michael Shepard, Dean Solden, Robert Van Dyk, Lee Tinkey, Mike Williams, Susan Woodie.

Your suggestions and feedback about NCAL FOCUS are welcome. Contact Lisa Gelhaus by e-mail (lgelhaus@ncal.org), by phone (202-898-2825), or by writing to the address above.



NCAL Focus
1201 L Street, NW
Washington, DC 20005

