

NMAS-JPA



**NORTHERN CALIFORNIA
MEDI-CAL ADMINISTRATIVE SERVICES JPA**

**2008 – 2009
Annual Report**





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The NMAS-JPA core mission: to provide efficient, effective, and accurate support for the Medi-Cal Administrative Activities (MAA) program. Our commitment to excellence is our foremost goal.

Northern California Medi-Cal Administrative Services Joint Powers Authority
1300 H Street, Suite 200, Modesto, CA 95354
Tel: 866.235.9797
Administrative Unit: Stanislaus County Office of Education

DIRECTOR'S STATEMENT

Northern California Medi-Cal Administrative Services Joint Powers Authority, 2008-09

Throughout the 2008-09 year, the Northern California Medi-Cal Administrative Services Joint Powers Authority (NMAA-JPA) strategically, yet cautiously moved forward providing MAA support to districts and county offices of education while remaining attentive to program uncertainty. The MAA program has continued in a state of flux for two years, while participating state departments, associations, and schools across the nation have worked cooperatively toward program stabilization.

Throughout 2007-08, MAA was under the threat of termination, and we entered the 2008-09 year fearing the program's end was near. However, moratoria language attached to the War Supplemental Appropriations Bill of 2009 and then the Stimulus Bill signed into law in January 2009 extended the MAA moratorium through June 30, 2009. After much advocacy by many organizations nationwide, HHS Secretary Kathleen Sebelius introduced a new rule, CMS-2287-P2, on May 1, 2009. This rule was open to public comment for 30 days; an additional 30 days were necessary for comment analysis. On June 30, 2009, CMS-2287-P2 was finalized and published in the National Register, effectively rescinding the elimination of the MAA program.

During this uncertain time, members of the NMAA-JPA traveled to Washington, D.C. for a second year to advocate for the MAA program. Jeff Holland, Marjorie Rollins and I spent much of the week of April 20, 2009 meeting with Congressional representatives, government associates, and association colleagues with the ability to affect change regarding MAA. With full itineraries, we shared the message that this program has value to schools – both to students and their families and to the fiscal health of education. California County Superintendents Educational Services Association (CCSESA) was instrumental in making key contacts available for discussion. The NMAA-JPA quarterly newsletter shared our activities with the JPA LEAs.

The JPA sent out its second year of rebates, returning \$1,153,466 to districts whose MAA program needs were served by the JPA in 2005-06. The JPA is a not-for-profit entity and dollars generated through our fees and not expensed during the fiscal year are returned to the LEA on a pro rata basis. To protect the services provided by the JPA through the unsure times over the last two years, the JPA shifted from a percentage fee with rebates to be paid at the end of the fiscal year, to a flat fee based on individual LEA history. It will shift back to the percentage fee for the upcoming year.

The NMAA-JPA says a heartfelt "Thank you and happy retirement" to Jeff Holland, Superintendent of Sutter County Superintendent of Schools. Jeff has been instrumental in both the success of the MAA program throughout California and the NMAA-JPA. Judy Parker, Director, Contra Costa County Office of Education, a JPA Board member since its inception, retired during this fiscal year also. We appreciate and will miss their leadership and support of MAA and the NMAA-JPA.

Sincerely,

Susan Hamblin

Director

PROGRAM HIGHLIGHTS

Achievements during the 2008-09 year:

- ◆ Washington, D.C. - JPA members Sutter CSS Superintendent Jeff Holland, Sutter CSS LEC Region 3 Director Marjorie Rollins, and NMAJ-JPA Director Sue Hamblin traveled to Washington, DC for the second year to advocate for the MAA program. They met with Mary Kusler and Bruce Hunter of the American Association of School Administrators, Arne Duncan, Secretary of Education, Bridget Taylor, Senior Advisor to Deputy Secretary of Health and Human Services, and several Congressional representatives from the offices of George Miller, Buck McKeon, Tom McClintock, Wally Herger, Duncan Hunter, Linda Sanchez and Henry Waxman during the week of April 20, 2009. The group also attended a Constituent Breakfast with Senator Dianne Feinstein;
- ◆ Rebates – The second NMAJ-JPA rebate was sent to each participating LEA on a pro rata basis for the FY 2005-06. Rebates totaled \$1,153,466;
- ◆ JPA ‘Train-the-Trainer’ Session – The CA Department of Health Care Services waived the State-mandated annual training requirements for fy 2008-09 because of the viability of the MAA program. Consequently, NMAJ-JPA provided trainings mainly for those participants new to the MAA program and/or new to the NMAJ-JPA. Even with this shortened training requirement, the NMAJ-JPA provided 123 training sessions to the LEAs;
- ◆ Online Time Survey – The NMAJ-JPA continues to work closely with the Stanislaus COE technology staff to improve the online survey as more participants utilize it. Administrative capabilities have been added; more resources and materials are available online;
- ◆ NMAJ-JPA Conference – The NMAJ-JPA held its Fifth Annual NMAJ-JPA Conference in Modesto, CA on May 11-12, 2009. NMAJ-JPA members and staff met for two days, planned for a full year of trainings and invoice preparation, and also outlined the contingency plan should the program terminate;
- ◆ JPA MAA Training Materials – The JPA provided each MAA survey participant a comprehensive packet offering standardized training materials. 15,000 packets were printed;
- ◆ Several JPA members attended the National Alliance for Medicaid in Education (NAME) conference held in Philadelphia, PA to collaborate with colleagues both in the school setting and in state and federal government, including Centers for Medicaid and Medicare Services (CMS);
- ◆ One original NMAJ-JPA Board member retired: Judy Parker, Director, Contra Costa COE was involved in the conception and growth of the NMAJ-JPA, and sat as a JPA member since July, 2004.

2008-09 NMAS-JPA BOARD MEMBERS

NMAS-JPA Members: Contra Costa County Office of Education, Stanislaus County Office of Education and Sutter County Superintendent of Schools

Board Chairperson
Don Gatti (A)**

Assistant Superintendent
Stanislaus County Office of Education

Vice Chairperson
Linda Protine (A)

Assistant Superintendent
Sutter County Superintendent of Schools

Business Recorder
Michelle Cowart**

LEC MAA Coordinator
Contra Costa County Office of Education

Tom Changnon

Superintendent
Stanislaus County Office of Education

Janice Holden**

LEC MAA Coordinator
Stanislaus County Office of Education

Jeff Holland

Superintendent
Sutter County Superintendent of Schools

Dr. Joseph Ovick

Superintendent
Contra Costa County Office of Education

Marjorie Rollins**

LEC MAA Coordinator
Sutter County Superintendent of Schools

Brenda Higdon (A)**

LEC MAA Coordinator
Contra Costa County Office of Education

Judy Parker (A)

Director, Business Services
Contra Costa County Office of Education

** Members sit on the Executive Board.

NMAS-JPA STAFF MEMBERS

Susan Hamblin
Director

Sandra Dieker
JPA MAA Program Coordinator

Richard Tuemmler
JPA Accounting Analyst

Rodney Kreifels
JPA Accounting Analyst

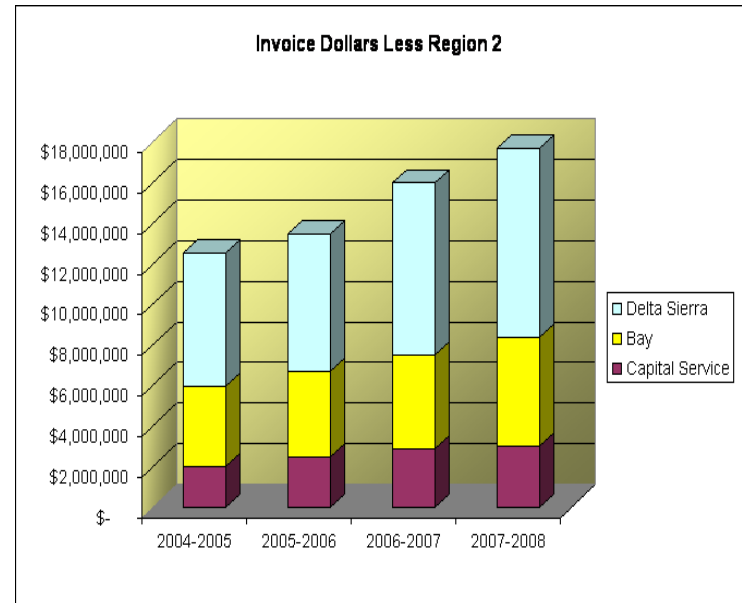
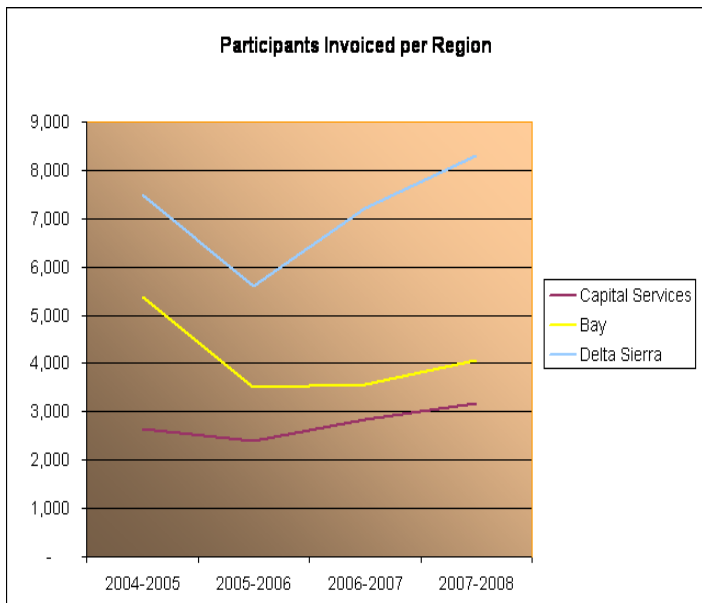
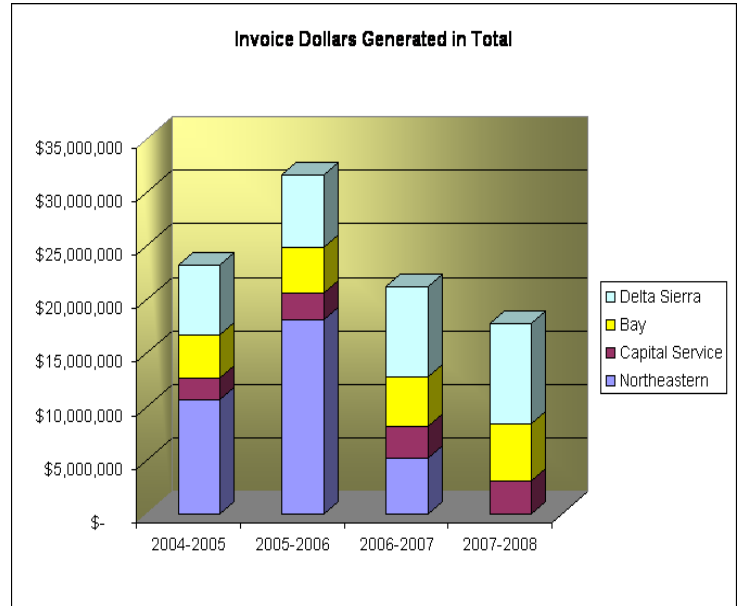
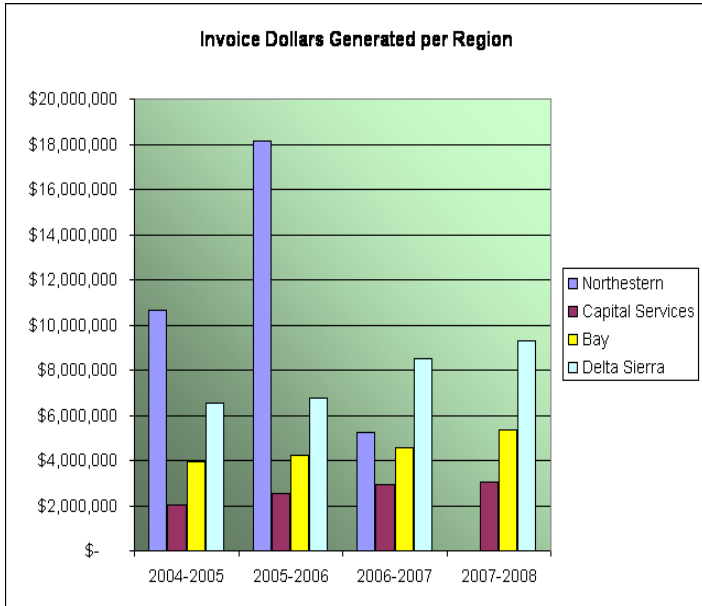
Ruth Bettencourt
Administrative Assistant II

Le Anne Esguerra
JPA MAA Technician

Northern California Medi-Cal Administrative Services JPA

4 Year Growth Trends

Invoice Dollars Generated and Survey Participation



Excluding Region 2, the overall growth of Invoice \$'s generated in 4 years is 40.8% from 04/05 to 07/08 - this in light of only a .1% increase in participation from 04/05 to 07/08. That is because the first year included participants with little or no billable time. From 05/06 to 07/08 the overall participation rate increased by 35.1%.

Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per Region
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08 *	Total
Region 2, Northeastern	\$10,621,114	\$18,114,538	\$5,217,239	\$0	\$33,952,891
Region 3, Capital Services	\$2,052,308	\$2,519,308	\$2,940,152	\$3,030,439	\$10,542,207
Region 4, Bay	\$3,959,983	\$4,227,043	\$4,572,960	\$5,336,615	\$18,096,601
Region 6, Delta Sierra	\$6,550,671	\$6,733,338	\$8,480,460	\$9,323,226	\$31,087,695
JPA Total	<u>\$23,184,076</u>	<u>\$31,594,227</u>	<u>\$21,210,811</u>	<u>\$17,690,280</u>	<u>\$93,679,394</u>

Northern California Medi-Cal Administrative Services JPA

*Statement of Participants Invoiced per Region
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08 *	Total
Region 3, Capital Services	2,652	2,384	2,836	3,186	11,058
Region 4, Bay	5,386	3,509	3,567	4,063	16,525
Region 6, Delta Sierra	7,494	5,614	7,208	8,298	28,614
JPA Total	<u>15,532</u>	<u>11,507</u>	<u>13,611</u>	<u>15,547</u>	<u>56,197</u>

* 07/08 has outstanding invoices not included in data.

Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per District
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08	Total
Region 2, Northeastern					
Acorns to Oaks Charter		9,026	5,558		14,584
Anderson Union High	305,338	490,235			795,573
Antelope Elementary	173,185	175,165	100,316		448,666
Bangor Union Elementary	47,110	112,651	24,163		183,924
Bella Vista Elementary	115,124	145,084			260,208
Bend Elementary	27,309	43,839			71,148
Black Butte Elementary	180,850	229,416	102,445		512,711
Burnt Ranch Elementary	32,151	36,659			68,810
Butte COE	626,382				626,382
Butteville Union Elementary	11,783	27,438	13,693		52,914
Cascade Union Elementary	353,184	217,162	227,744		798,090
Castle Rock Union Elem.	31,206	29,123			60,329
Chico Country Day Charter		49,978	33,300		83,278
Columbia Elementary	246,319	330,910	227,492		804,721
Corning Union Elementary	216,577	658,808			875,385
Corning Union High	73,682	218,164			291,846
Cottonwood Union	248,227	465,544			713,771
Cox Bar Elementary	13,019	8,305			21,324
Douglas City Elementary	37,816	52,515			90,331
Dunsmuir Elementary	81,757	124,107	28,069		233,933
Dunsmuir Joint Union High	63,121	134,038	69,424		266,583
Durham Unified	72,548	42,503	31,624		146,675
Enterprise Elementary	106,807	199,211			306,018
Evergreen Union Elem.	255,667	270,716			526,383
Fall River Joint Unified		458,639			458,639
Feather Falls Union Elem.	25,657	28,797	20,266		74,720
Flournoy Union Elementary		7,079			7,079
French Gulch-Whiskeytown Elementary		7,205	4,568		11,773
Gateway Unif.-Families First	745,649	1,444,111			2,189,760
Gerber Union Elementary	38,052	141,768			179,820
Glenn COE	196,426	173,025	195,461		564,912
Golden Feather Union		51,631	25,105		76,736
Grant Elementary		150,777			150,777
Grenada Elementary	30,688	50,960	24,006		105,654
Gridley Unified	63,946	375,618	237,935		677,499
Hamilton Union Elem.		127,229	37,339		164,568
Hamilton Union High		157,918	102,246		260,164
Happy Valley Union	67,597	78,721	93,063		239,381
Igo, Ono, Platina Union Elem.		23,955	18,621		42,576
Junction City Elementary	46,633	39,198			85,831
Junction Elementary	37,839	54,928	76,379		169,146
Kirkwood Elementary		9,500			9,500
Lassen COE	243,818	250,245	197,393		691,456
Lassen View Union Elem.		138,924	82,705		221,629
Lewiston Elementary	66,545	32,636	7,091		106,272

Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per District
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08	Total
Region 2, Northeastern					
Los Molinos Unified	107,698	99,559	67,749		275,006
Millville Elementary	31,544	62,461	35,021		129,026
Modoc COE	363,633	489,240			852,873
Modoc Joint Unified	115,865	276,856			392,721
Monarch Learning Center		23,156	16,933		40,089
Montague Elementary	61,032	6,790	4,424		72,246
Mt. Valley Unified	49,768	86,523	102,368		238,659
Nord Country School		46,912	32,505		79,417
North Cow Creek Elem.	38,508	66,259	52,578		157,345
Oak Run Elementary	12,244	41,846			54,090
Orland Joint Unified	354,276	527,982			882,258
Oroville City Elementary	236,007	566,523	603,218		1,405,748
Oroville Union High		566,796	220,912		787,708
Pacheco Union Elementary	129,218	147,390			276,608
Palermo Union Elementary	314,498	542,153			856,651
Paradise Unified	317,851	534,843	343,086		1,195,780
Pioneer Union Elementary	84,970	98,534	22,621		206,125
Plumas Unified		95,063	187,847		282,910
Red Bluff Joint Union High	598,199	936,583			1,534,782
Red Bluff Union Elementary	74,674	755,854			830,528
Redding Elementary	269,741	791,824			1,061,565
Reeds Creek Elementary		15,433	24,514		39,947
Richfield Elementary	37,771	49,885			87,656
Shasta COE	691,261	396,418	260,813		1,348,492
Shasta Union Elementary		36,348	23,907		60,255
Siskiyou COE	208,797	313,832	250,847		773,476
Siskiyou Union High	51,039	56,542	17,049		124,630
Southern Trinity Joint Unified	95,146	182,115	156,371		433,632
Surprise Valley Joint Unified		41,246	36,069		77,315
Tehama COE-CDE		60,938			60,938
Tehama COE-Programs	360,018	483,481			843,499
Thermalito Union Elem.	407,779	721,765			1,129,544
Trinity Center Elementary	26,948	28,370			55,318
Trinity COE	145,098	211,262			356,360
Trinity Union High	157,057	143,681	173,399		474,137
Tulelake Basin Joint Unified	110,021	195,157	159,441		464,619
Weaverville Elementary	115,415	82,894	93,306		291,615
Whitmore Union Elem.		18,260	19,024		37,284
Willows Unified		172,192	176,240		348,432
Yreka Union Elementary	138,082	224,000	117,858		479,940
Yreka Union High	34,944	44,111	33,133		112,188
Region 2 Total	\$10,621,114	\$18,114,538	\$5,217,239		\$33,952,891

Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per District
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08	Total
Region 3, Capital Services					
Alpine COE	1,749				1,749
Alpine County Unified	15,212			17,565	32,777
Alta-Dutch Flat Union Elem.		26,841	26,552	25,377	78,770
Arcohe Union	23,873	17,323	14,189	11,640	67,025
Black Oak Mine Unified	177,072	180,522	172,537	127,643	657,774
Brittan Elementary	67,531	69,560	84,294	43,194	264,579
Browns Elementary			3,221	13,761	16,982
Chicago Park Elementary	10,151	25,234	36,972	27,473	99,830
Clear Creek Elementary	21,840	24,259	23,864	14,412	84,375
Colusa COE	32,726	17,666	10,205	6,213	66,810
Colusa Unified	158,808	144,845	165,306	127,329	596,288
El Dorado COE -Child Development	11,243	6,065			17,308
El Dorado COE- Special Ed.	140,556	209,366	167,609	293,793	811,324
El Dorado Union High	71,595	36,597	82,652	111,901	302,745
Franklin Elementary			36,583	32,647	69,230
Gold Trail Union			11,210	14,973	26,183
Grass Valley Elementary	89,036	90,521	102,172	92,815	374,544
Live Oak Unified	112,155	143,720	204,930	142,839	603,644
Natomas Unified	58,638	97,127	110,533	161,639	427,937
Nevada City Elementary	44,051	42,334	56,702	36,698	179,785
Nevada County Charter COOP				35,487	35,487
Nevada COE	100,746	64,886	88,139	125,115	378,886
Nevada Joint Union High	28,935	38,069	48,293	44,739	160,036
Ophir Elementary		36,750	32,699	55,948	125,397
Pierce Joint Unified	94,072	62,052	108,406	79,251	343,781
Pioneer Union Elementary			21,448	14,150	35,598
Placer COE-Special Svcs.	233,493	414,406	696,532	413,150	1,757,581
Placer COE-Child Care		98,482			98,482
Placer Hills Union Elem.	45,326	108,516	22,578	24,456	200,876
Placer Union High		42,848	36,444	49,637	128,929
Placerville Union				268,048	268,048
Pleasant Grove Joint Union				33,847	33,847
Pleasant Valley Elementary	26,435	11,424	4,688	5,612	48,159
Plumas Lake Elementary				6,355	6,355
Ready Springs Union Elem.	26,409	18,749	13,662	14,697	73,517
Rescue			14,546		14,546
Roseville City Elementary			67,387	125,537	192,924
Sutter COE	230,937	217,986	207,318	229,186	885,427
Tahoe-Truckee Joint Unified		126,502	96,710	98,104	321,316
Twin Ridges Elementary	98,515	89,108	65,543		253,166
Union Hill Elementary	34,670	30,214	54,502	49,214	168,600
Woodland Joint Unified				24,897	24,897
Yolo COE	96,534	27,336	51,726	31,097	206,693
Region 3 Total	\$2,052,308	\$2,519,308	\$2,940,152	\$3,030,439	\$10,542,207

Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per District
for the First Four Years of Operation*

District Name	04/05	05/06	06/07	07/08	Total
Region 4, Bay					
Alameda County Office of Education			67,193	54,924	122,117
Benicia Unified				18,059	18,059
Brentwood Union School Dist.		103,964	153,668	251,310	508,942
Byron Union Elementary	8,230	10,219	13,063	17,419	48,931
Cabrillo Unified	290,803	127,279	151,984	141,445	711,511
City College of San Francisco	558,890	623,996	804,361	708,680	2,695,927
Contra Costa COE-Special Education	120,494	212,296	184,141	177,444	694,375
Contra Costa COE-Alternative Education	49,961	49,228			99,189
Contra Costa COE-SELPA	84,506	81,856	77,630	83,455	327,447
Fremont Unified		62,287	121,654	506,127	690,068
Jefferson Elementary	87,626	23,747	38,181	45,473	195,027
Knightsen		13,995	34,210	53,356	101,561
Liberty Union High		40,103	10,527		50,630
Martinez Unified	68,818	143,435	107,467	113,240	432,960
Mount Diablo Unified	331,878	403,219	377,653	389,398	1,502,148
Mountain House Elementary				10,072	10,072
Newark Unified		50,710	49,991	98,188	198,889
Novato Unified		61,861	125,985	106,721	294,567
Pacifica Elementary		71,182	82,467	76,415	230,064
Pittsburg Unified	4,658	775			5,433
Pleasanton Unified - Horizon High School	46,042	92,497	72,546	110,471	321,556
Pleasanton Unified - Village High School	20,606	11,926			32,532
Redwood City Elementary	997,199	919,856	763,112	497,546	3,177,713
Richmond College Prep Charter				26,502	26,502
San Leandro Unified				91,202	91,202
San Lorenzo Unified	246,868	209,069	336,369	266,326	1,058,632
San Mateo COE	439,174	410,088	266,934	446,509	1,562,705
South San Francisco Unified	604,230	503,455	676,801	543,071	2,327,557
Vacaville Unified			57,023	104,886	161,909
West Contra Costa Unified				398,376	398,376
Region 4 Total	\$3,959,983	\$4,227,043	\$4,572,960	\$5,336,615	\$18,096,601

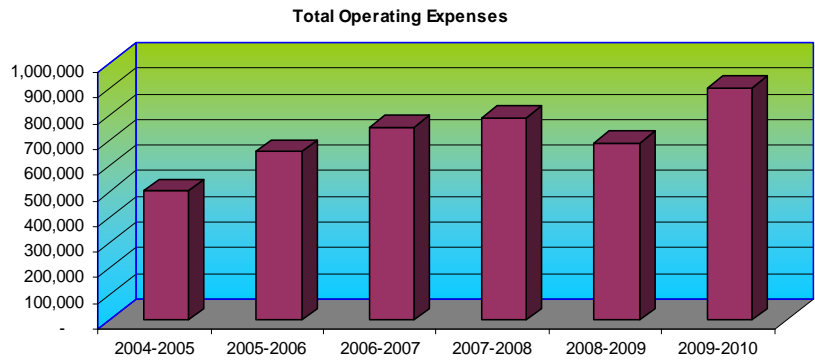
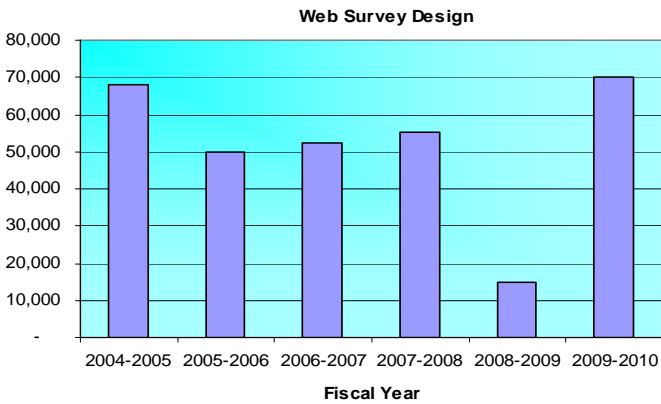
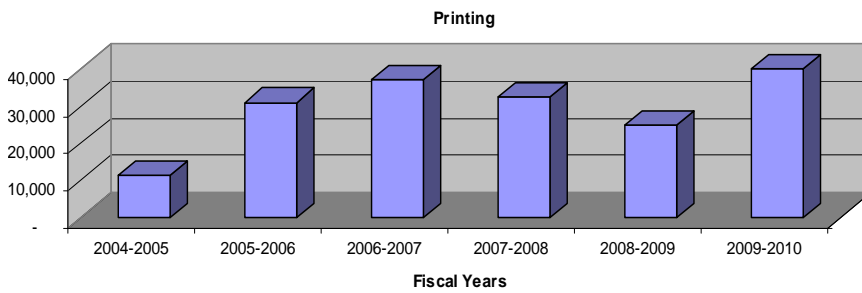
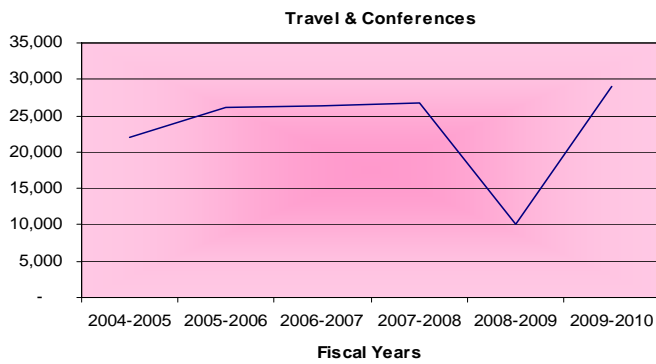
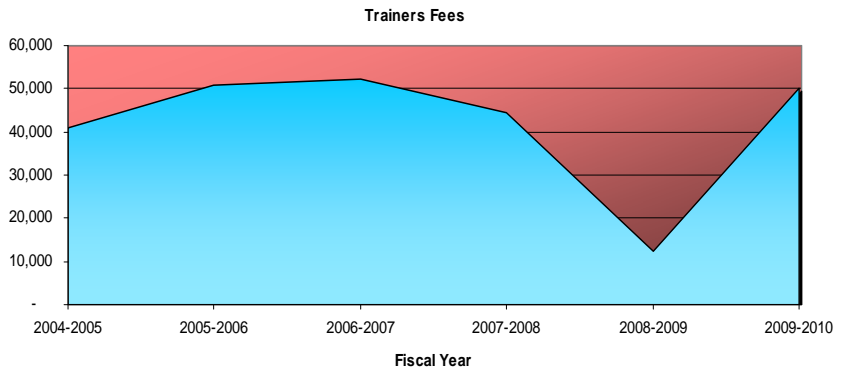
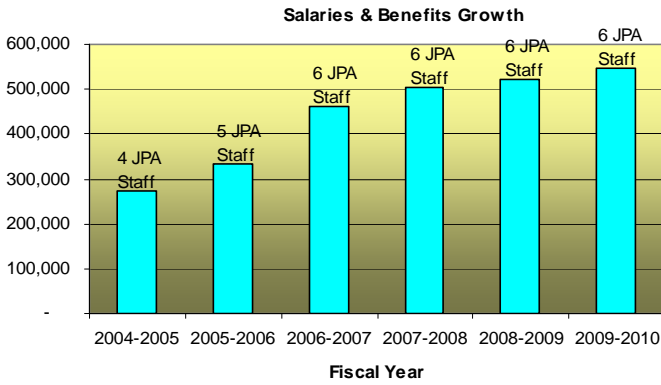
Northern California Medi-Cal Administrative Services JPA

*Statement of Invoice Dollars Generated per District
for the First Four Years of Operation*

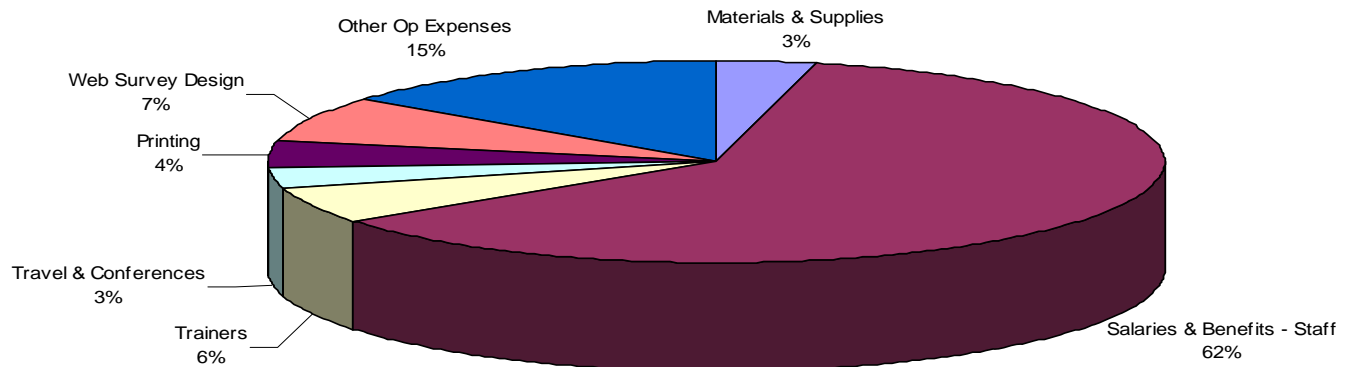
District Name	04/05	05/06	06/07	07/08	Total
Region 6, Delta Sierra					
Amador COE		41,103	72,589	84,643	198,335
Amador County Unified		49,981	96,994	123,499	270,474
Belleview	19,824	22,959	24,647	32,801	100,231
Big Oak Flat-Groveland Unif.	46,956	136,614	45,351		228,921
Bret Harte Union High	29,845	40,173	11,294	14,028	95,340
Calaveras COE	28,410	66,752	42,467	25,687	163,316
Calaveras Unified	104,419	64,644	103,570	97,236	369,869
Ceres Unified	610,825	530,924	700,896	680,778	2,523,423
Columbia Union	79,678	43,835	32,447	35,787	191,747
Curtis Creek Elementary	34,881				34,881
Denair Unified	2,378				2,378
Empire Union	107,660	124,464	82,464	53,753	368,341
Hickman Community Charter	27,866	34,850	128,229	49,305	240,250
Hughson Unified	50,183	36,326	90,433	98,499	275,441
Jamestown Elementary	37,932	46,493	29,295	50,398	164,118
Knights Ferry	2,527			8,836	11,363
Linden Unified	28,490	22,329	30,307	19,544	100,670
Lodi Unified		333,717	371,188	824,623	1,529,528
Manteca Unified	1,712,958	1,621,066	2,166,928	2,182,458	7,683,410
Mark Twain Union Elem.	75,182	40,760	37,757	19,793	173,492
Modesto City	647,357	654,291	776,080	797,337	2,875,065
Modesto Jr. College - Yosemite Comm. College	36,724	33,188	14,423	66,535	150,870
New Hope Elementary	2,545	6,771		16,728	26,044
Oakdale Joint Unified	209,217	155,715	200,510	183,757	749,199
Paradise	5,981	7,387		14,266	27,634
Riverbank Unified	101,801	94,365	117,431	57,608	371,205
Roberts Ferry Union Elem.	13,059	11,538	18,543	11,758	54,898
Salida Union	67,667	63,862	92,250	47,496	271,275
San Joaquin COE-Creative Child Care	113,934	132,110	93,961	140,104	480,109
San Joaquin COE-Special Ed.	382,794	882,447	785,331	649,118	2,699,690
Sonora Elementary	67,699	31,141	48,936	72,798	220,574
Soulsbyville Elementary	45,257	21,126	44,390	27,974	138,747
Stanislaus COE	234,169	186,501	451,617	412,673	1,284,960
Stanislaus COE-Delta Sierra	358,027	120,383	58,890	89,372	626,672
Stanislaus Union	70,192	14,542	166,457	200,456	451,647
Stockton Unified			792,606	1,063,497	1,856,103
Summerville Elementary	22,232	52,991	21,499	21,458	118,180
Sylvan Union	187,293	206,860	207,530	187,995	789,678
Tracy Joint Unified	520,826	335,173	256,999	649,676	1,762,674
Tuolumne COE	154,169	254,290	151,115	89,423	648,997
Twain Harte-Long Barn Union	74,918	46,206	23,697	34,073	178,894
Vallecito Union	60,661	60,214	28,912	36,060	185,847
Valley Home Joint	95,660	62,512	43,320	32,507	233,999
Waterford Unified	78,475	42,735	19,107	18,889	159,206
Region 6 Total	\$6,550,671	\$6,733,338	\$8,480,460	\$9,323,226	\$31,087,695
JPA Total	\$23,184,076	\$31,594,227	\$21,210,811	\$17,690,280	\$93,679,394

Northern California Medi-Cal Administrative Services JPA

**Growth Trends Over 6 Years of Operation
Operating Expenses**



6 Year Operating Expense



In 6 years, the Total Operating Expense has increased 80% - 30% from 04/05 to 05/06, followed by 15%, 5%, -12% and 30% respectively. Salaries and Benefits increasing 99% in 6 years - printing has more than tripled in cost though trainings have increased only 23%.

Northern California Medi-Cal Administrative Services JPA

*Combining Statement of Revenues and Expenses and
Changes in Fund Balance from Fiscal Year for 6 Years of Operation*

	FY	FY	FY	FY	FY	FY	
	Actual	Actual	Actual	Actual	Estimated	Budget	
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Total
Operating Revenues:							
JPA Processing Fees	\$ -	\$1,231,387	\$ 1,730,497	\$1,524,376	\$ 77,974	\$1,112,504	\$5,676,738
JPA Flat Fees 07/08	-	-	-	1,007,442	(2,659)	-	1,004,783
JPA Flat Fees 08/09	-	-	-	-	1,142,209	-	1,142,209
Total Operating Revenues	-	1,231,387	1,730,497	2,531,818	1,217,524	1,112,504	7,823,730
Operating Expenses:							
Materials & Supplies	23,180	52,873	15,307	20,494	11,436	26,700	149,990
Salaries & Benefits - Staff	275,055	335,139	460,321	505,064	520,871	548,268	2,644,718
Trainers	40,775	51,000	52,119	44,613	12,250	50,000	250,757
Travel & Conferences	22,043	26,248	26,303	26,851	10,027	29,000	140,472
Office Lease	8,687	15,705	14,368	14,916	14,919	20,200	88,795
Auditor Consulting	-	6,200	6,200	8,720	6,400	9,200	36,720
Legal Costs	1,530	2,000	1,338	-	-	2,000	6,868
Network Service	5,100	6,000	8,883	8,883	9,852	11,100	49,818
Printing	11,474	30,957	37,191	32,264	24,928	40,000	176,814
Web Survey Design	67,867	50,000	52,500	55,125	14,891	70,000	310,383
Short Term Workers	5,947	20,673	3,075	2,265	-	2,000	33,960
Administrative Overhead	37,299	44,147	55,759	58,407	51,074	67,158	313,844
Communications	1,619	4,361	3,843	3,749	3,473	6,000	23,045
Other Op Expenses	2,967	11,104	15,528	7,138	9,378	25,000	71,115
Total Operating Expenses	503,543	656,407	752,735	788,489	689,499	906,626	4,297,299
Growth	-	30%	15%	5%	-13%	31%	
Operating Income (Loss)	(503,543)	574,980	977,762	1,743,329	528,025	205,878	3,526,431
Non-Operating Revenues and (Expenses)							
Interest Income	(3,694)	5,131	23,608	33,197	44,076	30,000	132,318
Start-Up Fees	508,556	422,006	(905,382)	-	-	-	25,180
Consultant Fees	9,128	23,772					32,900
Equipment	-	-	(25,180)	-	-	-	(25,180)
Transfers to Regions	-	-	-	(855,086)	(1,153,466)	(594,248)	(2,602,800)
Total Non Operating Revenue/Expense	513,990	450,909	(906,954)	(821,889)	(1,109,390)	(564,248)	(2,437,582)
Net Income (Loss)	10,447	1,025,889	70,808	921,440	(581,365)	(358,370)	1,088,849
Fund Balance Beginning	-	10,447	1,036,336	1,107,144	2,028,584	1,447,219	-
Fund Balance Ending	10,447	1,036,336	1,107,144	2,028,584	1,447,219	1,088,849	1,088,849